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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2007 to 30 June 2008 and budget for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of the financing of United Nations peacekeeping operations. It provides consolidated information on the performance of the budgets for the period from 1 July 2007 to 30 June 2008 and on the budget proposals for the period from 1 July 2009 to 30 June 2010. The report also provides updated information on the implementation of the requests contained in General Assembly resolution 61/276 and outlines management initiatives proposed by the Department of Peacekeeping Operations and the Department of Field Support for 2009/10. The overview report also includes sections on the status of the Peacekeeping Reserve Fund, management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries, as well as death and disability compensation.

For the period from 1 July 2007 to 30 June 2008, total expenditure amounted to $6,276.6 million, against a total approved budget of $6,770.7 million, exclusive of budgeted voluntary contributions in kind, as summarized in the table below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	*1 July 2007 to 30 June 2008*		*Variance*	
	Apportionment	*Expenditure*	*Amount*	*Percentage*
Missions	6 499.8	6 013.9	485.9	7.5
United Nations Logistics Base at Brindisi[a]	40.4	40.2	0.2	0.4
Support account for peacekeeping operations[a]	230.5	222.5	8.0	3.5
Subtotal	**6 770.7**	**6 276.6**	**494.1**	**7.3**
Voluntary contributions in kind (budgeted)	7.7	8.6	(0.9)	(11.6)
Total	**6 778.4**	**6 285.2**	**493.2**	**7.3**

[a] Apportionment is based on approved resources for peacekeeping operations.

Financial resources for peacekeeping operations for the period from 1 July 2009 to 30 June 2010 are estimated at $8,185.2 million, compared with the approved level of $7,030.7 million for the period from 1 July 2008 to 30 June 2009, exclusive of voluntary contributions in kind, summarized as follows:

Financial resources

(Millions of United States dollars)

Peacekeeping component	*1 July 2008 to 30 June 2009 (apportionment)*	*1 July 2009 to 30 June 2010 (cost estimates)*	*Variance*	
			Amount	*Percentage*
Missions[a]	6 702.5	7 814.7	1 112.2	16.6
United Nations Logistics Base at Brindisi[a,b]	45.8	65.5	19.7	43.0
Support account for peacekeeping operations[a,b]	282.4	305.0	22.6	8.0
Subtotal	**7 030.7**	**8 185.2**	**1 154.5**	**16.4**
Voluntary contributions in kind (budgeted)	7.8	9.5	1.7	22.3
Total	**7 038.5**	**8 194.7**	**1 156.2**	**16.4**

[a] Reflects preliminary 2009/10 estimates pending finalization of the proposed 2009/10 budgets.
[b] Apportionment is based on approved resources for peacekeeping operations.

The actions to be taken by the General Assembly are set out in section VIII of the present report.

Abbreviations

BINUB	United Nations Integrated Office in Burundi
BONUCA	United Nations Peacebuilding Office in the Central African Republic
CMP	Committee on Missing Persons in Cyprus
CNMC	Cameroon-Nigeria Mixed Commission
LRA	Special Envoy of the Secretary-General for Lord's Resistance Army (LRA) affected areas
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMIR	United Nations Assistance Mission for Rwanda
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Commission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Political Mission in Nepal
UNMIS	United Nations Mission in the Sudan

UNMISET	United Nations Mission of Support in East Timor
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOSEK	United Nations Office of the Special Envoy of the Secretary-General for the Future Status Process for Kosovo
UNOTIL	United Nations Office in Timor-Leste
UNOWA	United Nations Office for West Africa
UNPOS	United Nations Political Office for Somalia
UNRCCA	United Nations Regional Commission for Preventive Diplomacy in Central Asia
UNSCO	United Nations Special Coordinator for the Middle East Peace Process
UNSCOL	United Nations Special Coordinator for Lebanon
UNTOP	United Nations Tajikistan Office of Peacebuilding
UNTSO	United Nations Truce Supervision Organization

I. Status of peacekeeping

1. The Department of Peacekeeping Operations directs, manages and provides guidance and strategic direction to the 16 field operations currently under its purview. The Department of Field Support is, in turn, responsible for providing support to United Nations peacekeeping operations, special political missions and other field operations, including personnel, finance, field procurement, logistics, field information and communications technology services and other administrative or management issues. It is responsible for ensuring comprehensive and timely support to mounting and sustaining all current peacekeeping missions, as well as 17 special political missions and field presences. The present report provides an overview of the support provided to field missions, with a focus on the administrative and logistical aspects of peacekeeping operations.

2. The decision to establish the Department of Field Support, taken by the General Assembly in its resolution 61/279, represented a pivotal step towards establishing the appropriate structure and capacities needed for more effective and efficient peacekeeping operations. The foundation has been laid for improved performance, strengthened support and better stewardship of resources. In accordance with General Assembly resolutions 61/279 and 62/250, a comprehensive report on the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support will be before the General Assembly during its resumed sixty-third session. That report will provide a more detailed analysis of the accomplishments to date, as well as a description of the unfinished work and ongoing challenges.

3. The United Nations has experienced a sustained, extraordinary period of growth in peacekeeping in the field, with the numbers of personnel deployed reaching an all-time high. In addition, maintaining a field presence of this magnitude requires the coordination and management of still greater numbers, given the frequent rate of troop and/or police personnel rotations, and evolving mission requirements across the board. Table 1, below, provides an overview of trends in peacekeeping operations for the financial periods from 2003/04 to 2009/10.

Table 1
Scope of peacekeeping, political and peacebuilding missions and civilian staff to support missions[a]

Number/amount	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09[b]*	*2009/10[c]*
A. Peacekeeping missions							
Ongoing missions[d]	16	15	17	16	17	17	16
Missions closed	2	—	2	1	—	—	1
Countries contributing military and police personnel	97	105	109	114	119	120	120
Military contingents	48 988	58 838	63 099	72 628	76 752	97 091	95 921
Military observers[d]	2 013	2 155	2 683	2 645	2 921	2 798	2 492
United Nations police	4 148	5 043	4 814	5 467	7 120	9 866	9 782
United Nations formed police	1 100	1 715	2 625	3 997	4 308	7 265	7 505
Civilian staff in missions[d,e]	10 545	12 236	13 225	18 921	27 801	28 665	27 147
Peacekeeping budget level[f] (billions of United States dollars)	2.7	4.2	4.8	5.0	6.3	7.0	8.2
B. Political and peacebuilding missions							
Ongoing political and peacebuilding missions[g]	11	15	16	17	17	17	16
Military and police personnel	12	35	265	289	404	370	563
Civilian staff in missions[h]	1 916	1 571	2 393	2 924	4 794	4 766	4 994
Budget level[i] (millions of United States dollars)	46.7	92.1	156.7	357.4	448.6	386.6	386.6
C. Civilian staff to support missions[j]	935	959	1 095	1 097	1 421	1 678	1 945
Budget level (millions of United States dollars)	141.6	158.6	187.0	233.8	280.5	333.5	370.5

[a] Data for military, police and civilian personnel represent peak numbers from 2003/04 to 2007/08, approved ceilings for 2008/09 and projected numbers for 2009/10. They supersede the data provided in the overview report of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2006 to 30 June 2007 and budget for the period from 1 July 2008 to 30 June 2009 (A/62/727).

[b] Based on current mandates of ongoing missions.

[c] Reflects preliminary 2009/10 estimates pending finalization of the proposed 2009/10 budgets.

[d] Includes UNMOGIP and UNTSO but excludes UNLB.

[e] Comprises international and national staff, United Nations Volunteers and represents peak numbers from 2003/04 to 2007/08, approved levels for 2008/09 and proposed staffing for 2009/10, including positions funded under general temporary assistance.

[f] Covers the annual budgets of all peacekeeping missions, the support account and UNLB, but excludes UNMOGIP and UNTSO.

[g] Includes special political missions supported by the Department of Field Support, namely BINUB, BONUCA, CNMC, LRA, UNSCOL, UNAMA, UNAMI, UNIPSIL, UNOGBIS, UNOWA, UNPOS, UNRCCA, Special Adviser of the Secretary-General on Cyprus, Special Adviser of the Secretary-General on the Great Lakes, as well as UNSCO and CMP.

[h] Data relate to calendar years 2003 to 2009. Consolidated data for 2003/04 represent authorized staffing, while data from 2004/05 to 2007/08 reflect peak numbers, data for 2008/09 represent approved staffing and data for 2009/10 are projected numbers, including all special political missions.

[i] Data relate to calendar years 2003 to 2009 and is based on proposed budgets, including all special political missions. Data for 2009 is still under preparation.

[j] Data for the period 2003/04 to 2008/09 represent the authorized number of posts funded from the support account, the regular budget (the Department of Peacekeeping Operations only) and UNLB.

4. The increased need for the United Nations to maintain multiple, complex operations concurrently continues to present a strategic challenge to the Department of Peacekeeping Operations and the Department of Field Support. In 2008, both departments were extensively engaged in planning, equipping and meeting deployment schedules for two new operations established by the Security Council, in Darfur (UNAMID) and the Central African Republic and Chad (MINURCAT). These two unique and complex operations are deployed in Central Africa, with extended supply lines and in inhospitable terrain. Both operations require intensive collaboration and shared responsibilities with partner organizations. In the aftermath of the December 2007 attack on the United Nations country team's facility in Algeria, the challenge of ensuring adequate security and safety to all United Nations personnel serving in field operations has assumed still greater importance.

5. Central to the restructuring has been the effort to establish a coherent and integrated approach to mounting, sustaining and liquidating peacekeeping operations and special political missions under the responsibility of the Department of Peacekeeping Operations. The principal structure for integration between both departments are the integrated operational teams, which comprise political, military, police, support and administrative specialist officers. The teams provide integrated operational guidance and support to field missions on cross-cutting issues. They also serve as the principal entry point for troop-contributing and police-contributing countries, Member States and other partners on mission specific issues, while specific functional issues continue to be addressed by the appropriate specialist areas. Since the last overview report (A/62/727), all seven teams have been established and staffed and have become progressively operational. While the teams represent a significant milestone in strengthening the capacity of the Secretariat to mount and sustain operations, the structure is still in its formative stages. However, with the benefit of early lessons learned, stocktaking, and a recent evaluation of the integrated operational teams, the challenges are being addressed to optimize their functioning. This will be outlined more fully in the comprehensive report on restructuring requested by the General Assembly in its resolutions 61/279 and 62/250.

6. Proven operational principles have also informed the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support. Most importantly, unity of command has been preserved with Special Representatives of the Secretary-General continuing to report to the Secretary-General through the Under-Secretary-General for Peacekeeping Operations. The Department of Field Support receives direction from and reports to the Department of Peacekeeping Operations on all support-related issues arising in field operations led by the latter department. The Department of Field Support also provides support services to the special political missions led by the Department of Political Affairs.

II. Budget performance for the period from 1 July 2007 to 30 June 2008

7. As shown in table 2, below, the total approved budget for the period from 1 July 2007 to 30 June 2008 amounted to $6.8 billion, inclusive of UNLB and the support account. The related expenditure amounted to $6.3 billion, resulting in an overall unencumbered balance of $0.5 billion.

Table 2
Financial resource performance for the period 2007/08
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
MINURCAT	182 444.0	165 183.7	17 260.3	9.5
MINURSO	46 075.8	45 520.3	555.5	1.2
MINUSTAH	535 372.8	534 068.2	1 304.6	0.2
MONUC	1 112 739.5	1 071 488.8	41 250.7	3.7
UNAMID	1 275 653.7	1 056 478.6	219 175.1	17.2
UNDOF	39 662.5	42 179.7	(2 517.2)	(6.3)
UNFICYP	50 233.9	50 232.0	1.9	0.0
UNIFIL	713 586.8	591 589.0	121 997.8	17.1
UNMEE	113 483.4	106 085.2	7 398.2	6.5
UNMIK	220 476.4	220 466.6	9.8	0.0
UNMIL	688 330.6	649 469.1	38 861.5	5.6
UNMIS	846 277.2	820 459.5	25 817.7	3.1
UNMIT	169 596.3	162 633.4	6 962.9	4.1
UNOCI	470 856.1	465 272.0	5 584.1	1.2
UNOMIG	35 009.8	32 777.3	2 232.5	6.4
Subtotal, missions	**6 499 798.8**	**6 013 903.4**	**485 895.4**	**7.5**
UNLB	40 379.6	40 201.5	178.1	0.4
Support account	230 509.9	222 450.8	8 059.1	3.5
Subtotal	**6 770 688.3**	**6 276 555.7**	**494 132.6**	**7.3**
Voluntary contributions in kind (budgeted)	7 754.2	8 655.7	(901.5)	(11.6)
Total	**6 778 442.5**	**6 285 211.4**	**493 231.1**	**7.3**

8. The overall budget implementation rate was 92.7 per cent for the 2007/08 financial period, compared to 95.5 per cent for the prior financial period 2006/07. Budget implementation rates improved for eight operations (MINURSO, MINUSTAH, UNDOF, UNMIK, UNMEE, UNMIS, UNMIT and UNOCI) as well as for UNLB and the support account, while they decreased for five missions (MONUC, UNFICYP, UNIFIL, UNMIL and UNOMIG).

9. Overall, the main factors that affected budget performance in the 2007/08 period were: (a) lower expenditures for facilities and infrastructure ($142.7 million), principally for construction services and mainly in UNAMID and UNMIS; (b) lower expenditures for military contingents ($117.5 million), principally in UNIFIL, UNAMID and UNMIL; (c) lower expenditures under air transportation ($100.9 million), principally in MONUC, MINURCAT and UNMIS; (d) lower expenditures for international staff ($56.2 million), principally in UNAMID and UNIFIL; and (e) lower expenditures for communications ($29.7 million), mainly in UNAMID, UNMIS, MINUSTAH and UNMIL.

10. At the mission level, the main factors that affected the budget performance are highlighted in table 3 below.

Table 3
Main factors affecting budget performance

Peacekeeping component	*Main factors affecting budget performance*
MINURCAT (established by the Security Council on 25 September 2007, resolution 1778 (2007))	A budget implementation rate of 90.5 per cent resulted from: (a) Slower-than-anticipated deployment of military and police personnel and delayed recruitment of civilian personnel; (b) Delayed deployment of the Mission's air assets, owing to a lack of sufficient crew accommodation and delayed deployment of staff to the mission. Reduced expenditures were partly offset by increased requirements for upgrading the airport infrastructure in N'Djamena and Abéché under the Technical Arrangement with the European Union Force in order to comply with the international aviation safety standards and expand the tarmac surface to accommodate the European Union and United Nations aircraft, as well as additional requirements in respect of freight and related costs owing to the shipment of strategic deployment stocks equipment from the United Nations Logistics Base at Brindisi.
MINURSO	A budget implementation rate of 98.8 per cent (2006/07: 97.8 per cent) resulted from: (a) The lower-than-planned number of hours flown by fixed-wing aircraft and helicopters as a result of inclement weather conditions during the reporting period; (b) The cancellation of the acquisition of the closed-circuit television system, as the only technically compliant bid significantly exceeded the budgeted provisions; and the non-replacement of 16 air conditioners. Reduced expenditures were partly offset by higher actual incumbency rates for international and national staff and by losses on currency exchange rates, owing to the fluctuation of the United States dollar versus convertible currencies.
MINUSTAH	A budget implementation rate of 99.8 per cent (2006/07: 98.9 per cent) resulted from: (a) The non-acquisition of communications equipment, as the 98 planned new co-location sites of the United Nations police and Haitian National Police were not established, the non-acquisition of self-supported antenna towers, because no radio frequency was provided by the host Government; and lower actual costs for public information broadcasting services and reprioritization of resources; (b) Reduced expenditures under utilities, resulting from the slower pace of implementation of the first contract and non-implementation of the second of two turnkey power generation contracts; and reduced expenditures under maintenance services, resulting from delays in the identification of suitable land for the establishment of sanitary landfill sites missionwide;

Peacekeeping component	*Main factors affecting budget performance*
	(c) Reduced expenditures under air transportation services as the contracts for rescue and firefighting services, and meteorological services were not implemented, owing to the unavailability of in-house technical expertise required for the formulation of the technical statement of work for the contracts. The reduced expenditures were partly offset by an increase in the mission subsistence allowance rates for the mission area and higher requirements, resulting from the payment of mission subsistence allowance to staff officers, pursuant to General Assembly resolution 61/276, as well as additional requirements for generator fuel, resulting from the non-implementation of the second power generation contract and the slower pace of implementation of the first contract.
MONUC	A budget implementation rate of 96.3 per cent (2006/07: 99.4 per cent) resulted from: (a) A lower number of hours flown by rotary and fixed-wing aircraft, attributable to a decrease in the number of regional and interregional flights for the movement of cargo by air, owing to the increased reliance on surface transportation for the movement of cargo; delays in the procurement process related to search-and-rescue helicopters and the unavailability of a police helicopter from contributing countries; and the non-implementation of airfield services in Kindu, Bunia and Bukavu, owing to operational and technical constraints related to the fragile security situation in the eastern region of the country; (b) Reduced expenditures under facilities and infrastructure, attributable mainly to lower actual levels of self-sustainment, compared with the provisions of signed memorandums of understanding, as well as the unavailability of external contractors for the rehabilitation of airfields in Bunia and Bukavu; (c) Lower average deployment of United Nations police personnel and the extension of the tour of duty of 155 police officers. The reduced expenditures were partly offset by higher requirements mainly under (a) national staff, owing to a comprehensive grade-level review that resulted in the upgrading of serving staff, the conversion of 249 national staff under the 300-series to 100-series appointments, and the lower-than-budgeted vacancy rate; (b) United Nations Volunteers, resulting from changes in the conditions of their service, the increase in hazard pay rates and the lower-than-budgeted vacancy rate; and (c) ground transportation, due to additional requirements for petrol, oil and lubricants to undertake the higher number of patrols in the eastern part of the country, the increased reliance on ground transportation for the movement of cargo and increase in the cost of fuel; and (d) official travel resulting from additional requirements for within-mission travel for the logistical, substantive and administrative support for the relocation of over 1,500 troops within the mission area, particularly within the Kivus.
UNAMID (established by the Security Council on 31 July 2007, resolution 1769 (2007))	A budget implementation rate of 82.8 per cent resulted from: (a) The delayed deployment of military, police and civilian personnel; (b) Delays in the implementation of construction projects; (c) Delays in procurement activities and in the deployment of equipment to Darfur.

Peacekeeping component	*Main factors affecting budget performance*
UNDOF	A budget implementation rate of 106.3 per cent (2006/07: 99.2 per cent) resulted from: (a) A significant increase in the price of fuel; (b) Additional requirements for military personnel, owing to the payment of mission subsistence allowance to the Force staff officers, pursuant to General Assembly resolution 61/276, as well as increased travel requirements, owing to the higher air charter costs on the world market; (c) The acquisition of three light armoured patrol vehicles and the conversion of two armoured personnel carriers to ambulances, in order to enhance the safety of the Mission's personnel; (d) The implementation of two consecutive increases in the national staff salary scale, effective 1 October 2006 and 1 July 2007, respectively. The additional requirements were partly offset by lower expenditures for international staff resulting from a higher actual vacancy rate.
UNFICYP	A budget implementation rate of 100 per cent (2006/07: 105.6 per cent) resulted from: Increased requirements for international staff, attributable to an increase in post adjustment and higher common staff costs related to the resignation and retirement of six international staff, as well as increased requirements for national staff, attributable to fluctuations in the exchange rate between the Cyprus pound and the United States dollar and between the euro and the United States dollar. Increased requirements were offset in part by lower expenditures for the rotation travel of military contingent personnel, based on actual travel costs and the rotation of some contingent personnel through national military flights.
UNIFIL	A budget implementation rate of 82.9 per cent (2006/07: 99.8 per cent) resulted from: (a) Delayed deployment of military contingent personnel and contingent-owned equipment; (b) Delayed recruitment of international and national personnel; (c) Deployment of a lower number of naval vessels and helicopters in the Maritime Task Force and the subsequent reconfiguration of the Maritime Task Force in March 2008.
UNMEE	A budget implementation rate of 93.5 per cent (2006/07: 99.8 per cent) resulted from: Fuel restrictions imposed in Eritrea, with consequential curtailing of activities in the temporary security zone and the temporary relocation of military personnel outside the mission area, and their subsequent repatriation as of 5 June 2008 without replacement.
UNMIK	A budget implementation rate of 100.0 per cent (2006/07: 96.4 per cent) resulted from: The appreciation of the value of the euro vis-à-vis the United States dollar, which resulted in higher actual expenditure with respect to mission subsistence allowance paid to military liaison officers, United Nations police and international staff, as well as for salaries and related costs for national staff and payments to commercial vendors for goods and services.

Peacekeeping component	*Main factors affecting budget performance*
	The increased requirements were offset mainly by lower-than-projected freight costs in connection with the deployment of an additional special police unit; reduced expenditures for maintenance services, owing to the implementation of the Mission's preventative maintenance programme and more efficient utilization of the existing stock of maintenance materials; lower expenditures with respect to communications, owing to the overall drawdown of the Mission, the utilization of least-cost routing and improved control over the issuance of cellular and satellite phones and regular recoveries from staff of the cost of personal calls, as well as the establishment by the Kosovo Police Service of an independent communications network, thereby eliminating the need for UNMIK communications links.
UNMIL	A budget implementation rate of 94.4 per cent (2006/07: 94.6 per cent) resulted from: (a) The phased repatriation of 2,469 military personnel between October 2007 and 30 June 2008; (b) Higher average vacancy rates for international and national staff; (c) A lower-than-budgeted actual number of flying hours of the rotary aircraft and lower overall expenditures for facilities and infrastructure activities (maintenance services, diesel fuel, rental of premises and alteration and renovation of premises).
UNMIS	A budget implementation rate of 96.9 per cent (2006/07: 91.7 per cent) resulted from: (a) The partial implementation and deferral of some of the planned construction projects, as the Mission focused on priority projects to address critical operational requirements that had emerged; (b) Lower expenditures for air transportation, mainly due to cost-sharing arrangements with UNAMID for the use of aircraft; and lower-than-budgeted number of hours flown for the support of the transfer of operations in Darfur to UNAMID; (c) Delays in the implementation of the Mission's disarmament, demobilization and reintegration programme. The lower expenditures were partly offset by two consecutive increases in the mission subsistence allowance rates during the period, higher actual incumbency rates for international staff, national staff and United Nations Volunteers, and an increase in the net base salaries of international staff and national staff.
UNMIT	A budget implementation rate of 95.9 per cent (2006/07: 79.5 per cent) resulted from: (a) Lower actual expenditures for the reimbursement of formed police-contributing Governments for major equipment and self-sustainment, due to variances between draft and signed memorandums of understanding; (b) Lower medical cost, due to delays in the procurement process for the acquisition of the additional medical equipment necessary to upgrade the Mission's medical facility to level-I-plus; lower-than-budgeted actual consumption of medical supplies, and the non-acquisition of budgeted vaccines, as formed police personnel were vaccinated in their home countries prior to deployment;

Peacekeeping component	*Main factors affecting budget performance*
	(c) Reduced expenditures under facilities and infrastructure, owing to the non-establishment of secondary fuel storage and distribution centres by the contractor, as the Mission's police personnel were not fully deployed to the regions as a result of the security situation in Dili; and decreased requirements for airfield renovations at Suai and Maliana, as the engineering survey confirmed that they would not be cost-effective; (d) The non-deployment of the medical evacuation and search-and-rescue helicopter with night operation capability, owing to difficulties in identifying suitable commercial vendors to meet the Mission's requirements; (e) A lower-than-projected average number of international staff during the reporting period. The reduced expenditures were partly offset by higher requirements for United Nations Volunteers, due to the delayed repatriation of temporary United Nations Volunteers deployed to support elections which were postponed until 30 June 2007, and the acquisition of vehicles in partial replacement of aged UNOTIL vehicles required primarily to support United Nations police officers, as the drawdown of the Mission's police component did not occur, owing to the volatile security situation.
UNOCI	A budget implementation rate of 98.8 per cent (2006/07: 95.3 per cent) resulted from: (a) Lower expenditures related to hazardous duty station allowance, as a result of the suspension of hazardous duty station allowance for staff deployed or travelling to Abidjan, Yamoussoukro, Daloa, Bouake and San Pedro, effective from 16 May 2007; (b) Lower expenditures for travel on emplacement, rotation and repatriation of military personnel and formed police units, resulting from the lower number of rotations on commercial flights and lower actual average deployment of United Nations police personnel than planned; (c) Reduced commercial communication services requirements, due to decreased telephone usage, following the implementation of stricter controls on the use of telephone services, prompt recovery of personal telephone bills, postponement of the elections, a delay in procuring leased line services between the mission and UNLB and improvements in the communications infrastructure, which resulted in lower use of the postal service by contingents and formed police personnel. The reduced expenditures were partly offset by additional requirements for United Nations Volunteers attributable to several increases in volunteer living allowance and the non-repatriation of 136 United Nations Volunteers planned in March 2008. This was due to the postponement of the Presidential and legislative elections, losses on the exchange rate, as a result of the depreciation of the United States dollar against the euro, and increased requirements for official travel between regional locations, sectors and mission headquarters as a result of the stable, but fragile security environment, and consultations with the international community and regional partners on the implementation of the Ouagadougou political and supplementary agreements.
UNOMIG	A budget implementation rate of 93.6 per cent (2006/07: 96.8 per cent) resulted from: (a) Higher vacancy rates for international and national staff, resulting from a higher turnover of staff;

Peacekeeping component	*Main factors affecting budget performance*
	(b) Reduced expenditures under air transportation services, resulting from the decrease in the guaranteed fleet costs for the fixed-wing aircraft, as a result of rationalization of the flight schedule, and from more favourable rates negotiated under the new contract for the helicopter, as well as a lower number of hours flown by both aircraft, as flights were cancelled owing to inclement weather; (c) Reduced expenditures under commercial communications, resulting from the optimization of an internal satellite network and the UNOMIG reduced share of transponder charges, as well as reduced requirements for spare parts in the light of adequate stock.
UNLB	A budget implementation rate of 99.6 per cent (2006/07: 92.8 per cent) resulted from: The postponement of the satellite farm project, owing to delays in preparation of the scope of work and procurement processes, due to the complexity of the project. The reduced expenditures were partly offset by increased requirements for international staff salaries attributable to the loss on exchange as a result of the lower-than-budgeted exchange rate of the United States dollar against the euro, an increase of 1.5 per cent in the post adjustment multiplier to 60 per cent, and a higher assignment grant resulting from an increase in the daily subsistence allowance rates.
Support account	A budget implementation rate of 96.5 per cent (2006/07: 94.0 per cent) resulted from: (a) Reduced expenditures in respect of post resources, attributable primarily to the prevailing vacancy rate for the Professional and General Service categories of staff and lower actual common staff costs (assignment grant, education grant or travel, recruitment travel); (b) An unspent balance in respect of non-post resources under facilities and infrastructure, attributable primarily to the non-acquisition of office furniture for the newly established posts in the Department of Peacekeeping Operations, as a result of the shortage of office space and because existing office space was utilized beyond its maximum capacity to accommodate new staff members. The unencumbered balance under post resources was partially offset by increased requirements under the other services, supplies and equipment class of expenditure owing primarily to (a) unforeseen expenditures for conference and documentation services in connection with the meeting of the Working Group on Contingent-Owned Equipment held at United Nations Headquarters in February 2008; and (b) the after-service health insurance pay-as-you-go charges.

11. As indicated in table 3, higher vacancy rates for civilian personnel comprised one of the main factors that affected the budget performance for seven operations (MINURCAT, UNAMID, UNDOF, UNIFIL, UNMIL, UNMIT and UNOMIG). Information on planned and actual vacancy rates for each operation for the performance period is shown in table 4 below.

Table 4
Planned and actual vacancy rates for the period 2007/08

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
MINURCAT	International	20.0	60.4
	National	20.0	76.1
	United Nations Volunteers	20.0	77.3
	Temporary international	15.0	30.3
	Temporary national	15.0	100.0
MINURSO	International	22.0	15.7
	National	10.0	2.6
	United Nations Volunteers	10.0	4.2
	Temporary national	—	100.0
MINUSTAH	International	10.0	9.2
	National	6.8	8.2
	United Nations Volunteers	5.0	12.9
	Temporary international	30.0	5.6
	Temporary national	40.0	10.0
MONUC	International	17.0	17.7
	National	10.3	4.8
	United Nations Volunteers	10.0	6.2
	Temporary international	—	(45.5)
	Temporary national	—	9.1
UNAMID	International	5.0	41.4
	National	—	27.4
	United Nations Volunteers	40.0	59.8
	Temporary international	40.0	50.0
	Temporary national	40.0	95.2
UNDOF	International	7.0	11.2
	National	2.0	3.2
	Temporary international	—	—
	Temporary national	—	—
UNFICYP	International	5.0	7.7
	National	2.0	3.6
UNIFIL	International	10.0	26.3
	National	10.0	32.4
	Temporary international	10.0	42.9
UNMEE	International	20.0	17.4
	National	5.0	8.8
	United Nations Volunteers	5.0	9.1
	Temporary international	—	100.0

Peacekeeping component	*Category of staff*	*Vacancy rate (percentage)*	
		Planned	*Actual*
UNMIK	International	15.0	24.6
	National	5.0	6.7
	United Nations Volunteers	10.0	19.1
	Temporary international	—	33.3
	Temporary national	—	100.0
UNMIL	International	10.0	11.9
	National	5.0	5.2
	United Nations Volunteers	5.0	8.5
	Temporary international	10.0	—
	Temporary national	5.0	33.3
UNMIS	International	30.0	23.2
	National	30.0	18.2
	United Nations Volunteers	20.0	14.2
	Temporary international	—	75.0
	Temporary national	—	67.0
UNMIT	International	30.0	24.7
	National	20.6	11.1
	United Nations Volunteers	20.0	10.7
	Temporary international	—	66.7
	Temporary national	—	30.5
UNOCI	International	15.0	15.2
	National	7.4	9.6
	United Nations Volunteers	20.0	8.5
	Temporary international	15.0	95.8
	Temporary national	6.0	60.1
UNOMIG	International	10.0	15.5
	National	1.0	4.2
	United Nations Volunteers	—	—
	Temporary national	—	100.0
UNLB	International	7.0	14.0
	National	5.0	5.2
Support account	Professional and above	4.9	17.8
	General Service	1.9	12.5

III. Implementation of requests of the General Assembly in its resolution 61/276 and proposed new initiatives

A. Human resources management issues

12. The challenge of recruiting and retaining high-quality personnel to serve in United Nations field operations remains daunting. Peacekeeping missions now have an average vacancy rate of approximately 25 per cent and persistently high turnover rates that hover at 30 per cent for Professional staff. As a result, more than half of the international staff currently serving have less than two years of peacekeeping experience. The Secretary-General's human resources reform proposals presented to the General Assembly for consideration during the main part of its sixty-third session aimed to address the major root causes of these problems. Details on the ongoing and future initiatives to improve the management of the human resources of the Department of Peacekeeping Operations and the Department of Field Support are described in the section below.

1. Human resources action plans

13. Human resources action plans are intended to be a mechanism to improve planning; delineate roles, responsibilities and accountability for managing personnel in the field; and to identify areas requiring strengthened Headquarters support. The action plans for peacekeeping and special political operations incorporate goals set out in General Assembly resolutions, results-based management frameworks, observations of the oversight bodies and policies established by the Secretary-General. Last year's overview report (A/62/727) indicated that human resources action plans had been introduced as a pilot project in MINUSTAH, UNAMA, UNMIL, UNMIS and UNMIT.

14. The lessons learned from the pilot implementation have been incorporated into a template which has been subsequently implemented in all field missions financed through peacekeeping budgets as of 1 July 2008. Heads of missions are required to formally sign off on their plans and their subsequent performance jointly with the Under-Secretary-General for Peacekeeping Operations. Action plans for missions funded through the regular budget were rolled out in January 2009.

2. Tiger teams

15. The Department of Field Support has continued to deploy "tiger teams" to deliver direct assistance related to the recruitment and administrative and technical human resources management needs of field operations. In 2007/08, staff selection tiger teams were deployed to UNAMID, MINURCAT, UNMIT and career development tiger teams were deployed to UNMIK, UNMIN, MONUC, UNIOSIL, UNIIIC, UNOMIG and UNMEE.

16. The staff selection tiger teams provided training, guidance and administrative support to managers on the overall recruitment and selection process, including policies, guidelines, procedures and processes and their role in those processes. The missions to which a staff selection tiger team was deployed were delegated the authority to technically clear and select candidates up to and including the level of the Director of Mission Support/Chief of Mission Support.

17. The career development tiger teams assisted currently serving staff in downsizing, liquidating or long-standing missions to identify and compete for suitable reassignment opportunities, particularly to start-up or expanding missions or those experiencing high vacancy rates. In 2009/10, career development "tiger teams" will be deployed to UNMIS, UNMIT, UNMIL and UNOCI.

3. Talent management/business process improvement

18. As part of the Department of Peacekeeping Operations/Department of Field Support business process improvement initiative, the Department of Field Support, in collaboration with the Office of Human Resources Management, is giving priority to staffing processes, including rostering, selection and bringing on-board, in order to streamline the processes significantly. The first phase of these improved processes will be implemented in the context of the talent management framework (an off-the-shelf software platform) which is scheduled to be implemented in Department of Peacekeeping Operations and Department of Political Affairs field missions after July 2009. The primary objective of the talent management framework is to implement an end-to-end, streamlined, and efficient human resources management solution for the Organization. The system will incorporate industry best practices for all stages of the employee life-cycle, including vacancy management, rostering, mobility, career development, workforce planning, external sourcing, automated on-boarding, succession planning and performance management.

19. The Field Personnel Division of the Department of Field Support is responsible for coordinating all the stages of talent management/business process improvement projects in cooperation with the Department of Management, which includes a number of detailed steps from gathering design requirements at the outset to developing training materials upon implementation. The talent management and business process improvement projects have required the full-time involvement of the staff of the Department of Field Support. This engagement will continue following the roll-out and maintenance of the new system during the second half of 2009, for application in all field missions.

20. The production of a complete human resources business process model is already a major contribution to the success of the overall project. While the talent management system aims to improve the overall quality of process automation and data analysis, it will not suffice by itself if, at the same time, the Field Personnel Division does not simultaneously engage in a deep and radical data-improvement exercise. This experience will require significant additional efforts in terms of skills and resources to build a modern and professional integrated data warehouse and phase out old and redundant applications to be able to centralize all data into a single repository. Reporting, dashboards, scorecards and business intelligence tools in general will be the end result, assuming dedicated skilled technical resources are made available to sustain those efforts.

21. In addition to process improvements to human resources management systems and the concerted efforts of the Department of Field Support to contribute to the Office of Human Resources Management and development and introduction of the new talent management framework, the strengthening and restructuring of the Field Personnel Division has enabled the Division to dedicate attention to human resources management capacity-building. The Division is introducing field central review body mechanisms to increase the transparency of the roster development function.

The field central review bodies will also ensure that selection activities in the field align completely with the practices used at Headquarters. Further, the Division is building on a successful pilot project undertaken in 2008 to improve the screening, assessment and management of personnel in the security, rule of law and procurement occupational groups through the assignment of occupational group managers, by introducing the practice across all 22 occupational groups. The pilot project demonstrated that observable gains in timeliness and efficiency of staff selections by programme managers, especially those in start-up and expanding missions, could be gained by centrally managing the screening and assessment process. Both undertakings will markedly improve the transparency, effectiveness and efficiency of the staff selection system, will support greater mobility within the field and will increase the opportunities for career development of staff serving in field missions.

4. Career development

22. In paragraph 97 of its report on the audit of the management structures of the Department of Peacekeeping Operations (A/61/743), the Office of Internal Oversight Services recommended that the Department initiate career development programmes in various areas of peace operations. The Office also recommended that a comprehensive training system be developed to support career development programmes. Provision of career development and comprehensive career counselling for mission staff is essential to ensure that the Organization is in a position to develop and retain talent. The lack of career development and career counselling facilities in missions to meet operational requirements contributes to the turnover and vacancy rates in field missions.

23. The Career Development Unit within the Department of Field Support focuses on developmental activities that include job sharing, job shadowing, and identification of developmental assignments within the same mission to allow for career pathing, career planning and provision of mobility opportunities. The Unit delivered these services to approximately 9,767 authorized international staff and 20,240 authorized national staff during the period from January to September 2008. In addition, during that same period, as a result of the downsizing or liquidation of UNMIK, UNMEE, UNMIN, UNIOSIL, UNIIIC and UNOMIG, the Career Development Unit undertook career support visits to those operations, to assist currently serving staff with reassignment opportunities. Thus far, 300 placement actions have resulted from those initiatives.

24. Building on the recommendation of the Office of Internal Oversight Services and on lessons learned through the above activities, missions need to dedicate full-time resources to strengthening the level of career development services provided to staff. Improved and more sustainable career support services should include the ability to identify developmental assignments and to participate in job-sharing and job-shadowing exercises. It is envisaged that large missions will provide these services for smaller missions in the region. This capacity would complement the current resources allocated to the Career Development Unit at Headquarters and provide direct on-site support to mission staff.

5. Training

25. A separate report on training in peacekeeping (A/63/680), presenting an overview of the status of training for peacekeeping is also before the General

Assembly. The Integrated Training Service provides support to Department of Peacekeeping Operations/Department of Field Support, troop-contributing countries, police-contributing countries and field missions in the training of civilian, military and police personnel. The Service's ongoing priorities are in line with an overarching training strategy approved in 2008 and developed on the basis of a comprehensive needs assessment conducted to identify the most critical needs. Training activities are aligned with departmental policy and priorities.

26. On the support side, personnel administration has been identified as an area requiring particular attention, given significant managerial and financial risk exposures and increased devolution of responsibility from the Department of Management to the Department of Field Support and, in turn, to mission personnel sections. These activities have been the subject of audit and Office of Internal Oversight Services report findings, administrative reviews/appeals and management concerns. In collaboration with the United Nations Development Programme and Cornell University, an e-learning model has been developed to train and certify human resources staff at Headquarters and the field. Using subject matter experts, the Department of Field Support will work with an accredited institutions technician to develop e-learning modules specific to that Department. Three such modules would cover general human resources management in United Nations field missions; recruitment, selection and on-boarding; and benefits administration. Mandatory completion of these training modules will lead to increased quality and standardization in the application of rules, policies and procedures governing human resources management by human resources officers.

27. Another training initiative — the Programme for an Advanced Compendium of Trainees (PACT) — launched in May 2008, is addressing the critical shortages in qualified human resources officers in field missions. The programme is a joint effort between Headquarters and field missions to offer intensive on-the-job training to a selected pool of external candidates who have been competitively assessed by an interview panel and vetted by the Director of the Field Personnel Division prior to their placement on the roster of Human Resources Officers. The Field Personnel Division has trained 10 such officers in the first programme. Following the initial three-month learning programme, these external candidates were deployed to human resources sections in peacekeeping missions (UNMIS, MINURCAT, UNAMID, UNMIT, UNAMA and MONUC) for an additional three-month on-the-job training in field missions. A second PACT for human resources offices is scheduled for early 2009. The programme has also been used in the Finance Budget and Finance Division. There, the first class of six budget officers trainees were selected, trained at Headquarters for three months and deployed to peacekeeping missions (MINURCAT, UNMIS, UNAMID, MONUC, UNOCI, UNMIT). This has helped to reduce the level of budget office vacancies in those missions. Feedback received from mission management is that they are very satisfied with the trainees deployed. The next Finance Budget and Finance Division PACT class is planned for the first half of 2009.

28. The Senior Mission Administrative and Resource Training (SMART) programme is another initiative piloted over the course of 2008. It was developed to train staff to have a required level of knowledge and competence and thereby strengthen performance of administrative functions and accountability in field missions. Throughout 2008, the SMART pilot group, drawn from existing mission personnel, provided extensive feedback on the e-learning modules, scenarios, personal development workshops, case studies and face-to-face workshop methodologies, as

well as the evolving role of the SMART mentors who contributed to and participated in course design improvements. More details about the pilot programme and proposed roll-out are available in the report of the Secretary-General on the progress of training in peacekeeping (A/63/680). Discussions have now been initiated with the Department of Management over the possibility of using SMART as a means for achieving expedited clearance and designation of personnel in key support leadership roles in missions. Participants would be on a fast track to acquiring knowledge that would otherwise take many years of field and headquarters experience to amass. Resources are being sought in the 2009/2010 support account budget to embed and institutionalize the SMART programme within the overall Department of Peacekeeping Operations/Department of Field Support integrated training approach.

6. Use of 300 and 100-series appointments

29. In its resolution 62/238, the General Assembly decided to continue the suspension of the four-year maximum limit for appointments of limited duration until 30 June 2008 and authorized the Secretary-General to reappoint under the 100 series of the Staff Rules those mission staff whose service under 300-series contracts had reached the four-year limit, provided that their functions continued to be necessary and their performance record was fully satisfactory. The above-mentioned suspension of the four-year limit, and the authorization to reappoint under the 100 series of the Staff Rules those mission staff whose service under 300-series contracts had reached the four-year limit were subsequently extended by the General Assembly to 31 December 2008 and 30 June 2009 in its decision 62/549 and resolution 63/250 of 24 December 2008, respectively.

30. As reflected in the table below, during the period from 1 January to 31 December 2008, 485 international staff members in field missions reached four years of service under an appointment of limited duration. As of 1 October 2008, 239 eligible staff members were reappointed under the 100 series. A total of 41 staff members were not reappointed under the 100 series, of which 12 had separated from service, 26 were not reappointed, owing to downsizing or uncertainty of the mission mandate, and 3 were not reappointed for reasons related to their performance. At the time of writing of the present report, the reappointments of 205 staff members were pending review.

31. The General Assembly, in its resolution 63/250, approved new contractual arrangements that would comprise three types of appointments (temporary, fixed-term and continuing) under one set of staff rules, effective 1 July 2009. In addition, the Assembly decided to designate all existing established missions as family missions and existing special missions as non-family missions, effective 1 July 2009; it further decided that staff appointed or assigned to non-family missions should be installed in accordance with conditions of the United Nations common system, without the special operations approach. The new contractual arrangements and conditions of service for non-family missions will be implemented in peacekeeping operations and special political missions on 1 July 2009.

32. In its resolution 63/250, the General Assembly endorsed the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/63/526 and Corr.1), subject to the provisions of the resolution, including the Committee's recommendation that harmonization needed to be implemented in a manner that would not reduce the

overall compensation of staff already serving. Consequently, transitional arrangements are being developed to mitigate any negative impact of the new conditions of service on serving staff. Such measures, in the form of a personal transition allowance for serving staff members so affected, are estimated to cost approximately $18.7 million during the first 12 months of implementation. This is owing to the significant difference for some staff, primarily at the lower salary levels, in the amount of the current mission subsistence allowance rates in MINUSTAH, MINURCAT, MONUC, UNMIS, UNAMID and UNMIL and the amount of post adjustment, mobility and hardship allowance and rental subsidy entitlements at those duty stations, which vary depending on salary level. The cost of the personal transition allowance will be absorbed within existing resources to the extent possible and reported in the performance report of individual missions. It is intended that the transitional allowance will be gradually reduced and phased out within a reasonable period.

Table 5
Reappointments of mission staff from 300 to 100-series contracts: 1 January to 31 December 2008

	Not reappointed			*Reappointed*			*Pending*			
Mission	*Field Service*	*Professional*	*Total not reappointed*	*Field Service*	*Professional*	*Total reappointed*	*Field Service*	*Professional*	*Total pending*	*Grand total*
BINUB				14	6	20	2	2	4	24
MINURCAT							2	2	4	4
MINURSO				2		2		1	1	3
MINUSTAH	2	1	3	30	7	37	16	20	36	76
MONUC	1	2	3	21	16	37	15	4	19	59
UNAMA				4		4	5	3	8	12
UNAMI				6	4	10	17	3	20	30
UNAMID				1	1	2	10	3	13	15
UNIIIC	1	1	2				1		1	3
UNIOSIL	3	3	6	2		2				8
UNMEE	1	2	3				2	2	4	7
UNMIK	3	14	17	1	2	3	2	4	6	26
UNMIL	2	2	4	43	14	57	6	9	15	76
UNMIN		1	1				5	4	9	10
UNMIS		1	1	8	6	14	10	7	17	32
UNMIT	1		1	3	2	5	6	10	16	22
UNOCI				32	11	43	15	11	26	69
UNOMIG				3		3	5		5	8
UNPOS								1	1	1
Grand total	**14**	**27**	**41**	**170**	**69**	**239**	**119**	**86**	**205**	**485**

7. Mission subsistence allowance

33. In section XI of its resolution 61/276, the General Assembly authorized the payment, as necessary, of mission subsistence allowance to staff officers during in-mission travel in cases where accommodation and/or food could be provided by the mission and to review the issue in the context of the analysis requested in paragraph 56 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/61/852). In that report, the Committee recommended that the General Assembly request the Secretary-General to analyse the question of payment for in-mission travel, with a view to developing a consistent policy that was based on conditions on the ground and that was cost-effective and fair to the staff members involved.

34. The policy on payment of mission subsistence allowance is outlined in administrative instruction ST/AI/1997/6 and subsequent amendments. It applies to international civilian staff members in all special missions as well as to United Nations military observers, United Nations police officers and staff officers. Under the original policy, in addition to the usual mission subsistence allowance, individuals travelling on official business requiring an overnight stay at a location other than his or her duty station within the mission area received reimbursement for accommodation at the overnight location, subject to the submission of receipts, the total of which did not exceed the accommodation portion of the mission subsistence allowance rate for the location of the overnight stay. A number of field missions expressed concern that the original arrangement did not provide adequate compensation for expenses incurred at the overnight location. This was particularly the case where the within-mission travel involved travel to another country. In addition, missions complained that the requirement to provide receipts created an unnecessary administrative burden. As a result, the administrative instruction was subsequently amended in June 2002 (ST/AI/2002/5) to provide for such travellers to receive the first 30-day mission subsistence allowance rate for the actual location of the overnight stay as well as payment of the accommodation portion of the regular mission subsistence allowance at the staff member's duty station. To simplify administration, receipts for actual costs incurred were no longer required.

35. As requested in the report of the Advisory Committee (A/61/852), an analysis has been undertaken of field missions' practice in applying the established policy on payment of mission subsistence allowance for within-mission travel. That analysis revealed that mission concerns about containing costs was the principal reason for them deviating from the established policy on payment of mission subsistence allowance for travel within the mission area. Some missions also maintained that payment of mission subsistence allowance for within-mission travel might be excessive, especially in the more remote areas where hotel costs were often lower.

36. In revising the policy for payment of mission subsistence allowance for within-mission travel, account was taken of the different compensation needs for staff travelling within the mission area. To meet the needs of staff travelling within the mission involving travel to another country, the existing policy providing for payment of the first 30-day mission subsistence allowance rate for the actual location of the overnight stay, in addition to the accommodation portion of the mission subsistence allowance at the regular duty station, will be maintained. For within-mission travel involving travel within the same country, staff would be paid the normal after 30-day mission subsistence allowance applicable to the regular duty

station, plus the accommodation portion of the mission subsistence allowance rate to cover hotel costs at the overnight location.

37. Once finalized and promulgated, the revised policy on payment of mission subsistence allowance for within-mission travel responds to the various situations on the ground, provides adequate compensation and is simpler to administer. The revised policy is applicable to all international staff members in receipt of mission subsistence allowance. While the revised policy is also generally applicable to United Nations military observers, United Nations police officers and staff officers where accommodation and/or food cannot be provided, missions may maintain existing local arrangements for payment of mission subsistence allowance on long-range patrols or rotations within the mission area, taking into account, as appropriate, unique and specific operational requirements of each mission.

8. Consultancy

38. In section III of its resolution 60/266 and again in section VI of resolution 61/276, the Assembly requested the Secretary-General to ensure full utilization of synergies present in the United Nations system and to develop an effective evaluation mechanism for the use of outside expertise. It further requested the Secretary-General to ensure that the commissioning of external consultants in the Organization by senior management and programme managers was conducted according to established administrative procedures and financial regulations and rules, with full respect for the mandates of internal and external oversight bodies and the oversight role of the General Assembly, and to report thereon. The requested information was provided in the report of the Secretary-General on consultants and individual contractors (A/63/310/Add.3).

B. Logistics and information and communications technology support

1. Air operations

39. The cost of providing aviation services to missions has risen considerably over the last two years. Factors such as the rise in aviation fuel costs and operator concerns over the heightened security environment in which peacekeeping is carried out have placed increasing strain on the ability of the Department of Field Support to reduce overall operating costs. The Department has therefore expanded on its commitment to explore industry best practices and has initiated a series of measures to improve efficiency and cost-effectiveness without compromising the established support to the mandated objectives, safety and security standards of missions. The measures promote improvements in fleet utilization, fleet segment optimization, and an expectation of reducing real operating costs. Measures include an approach to using aviation assets based on a regional and global concept methodology. This will involve the implementation of new route structures based on a hub and spoke principle; whereby smaller aircraft or helicopters from major hubs will be used to distribute passengers and cargo to smaller landing sites. Other measures will include the identification of ways to reduce the amount of fuel consumed, including the trade-off between aircraft age and newer, more cost-efficient models. The Department also recognizes that these changes will require acquisition and development of the necessary technologies.

40. Integral to this objective, the Strategic Air Operations Centre at UNLB forms the central platform to manage aircraft deployed for strategic airlift, using the global concept of fleet utilization and the regional approach to segment optimization. The current phase of the Centre is to stabilize the oversight of the Eastern African Reserve Fleet and West African Reserve Fleet, the inception of long-haul airliner in East and West Africa, initial support of MINURCAT, UNAMID and development of round-the-clock operations, including monitoring and tracking of all aircraft engaged in strategic long- or short-term passenger and cargo airlift movement, providing assistance in obtaining required flight and landing clearance and arrival or departure slots, payload optimization, and assistance with determining aviation specifications; technical analysis and selection of aircraft, contract management; review of financial provisions and invoice approval.

41. It should be noted that, under the Centre's control, the Department has commenced utilizing long-haul aircraft to conduct United Nations troop-contributing countries' passenger movements throughout the world to reduce the number of costly short-term passenger movement charters. The Department of Field Support and the World Food Programme (WFP), with the assistance of the International Civil Aviation Organization (ICAO), have now established a common set of aviation standards which promote aviation safety, mitigate risk to the organization and United Nations personnel, and facilitate interoperability and resource-sharing between the sister agencies involved in the provision of aviation support. The Department has also scheduled the requisite number of on-site commercial air-carrier audits or inspections and field mission aviation assessments.

42. It has now become apparent that the greatest number of accidents is caused by the ground environment at aerodromes. Improvements to airports and airfields in field missions will significantly enhance safety, reduce risks and will improve operational effectiveness and security. A commitment to additional investment in this area will provide a safe aviation infrastructure in line with ICAO standards and industry best practices. In addition, it will allow the Department of Field Support to source more efficient and cost-effective aircraft types suitable for rehabilitated airfields. Improved runways, infrastructure, cargo systems and aerospace ground-support equipment will enable larger and/or lower-cost aircraft to be utilized, on the more direct point-to-point routes, over longer periods of the day. During the 2009/10 period, UNAMID plans to rehabilitate and construct air terminals, ramp facilities and a parking area at main airports to permit safe operations, in the light of available infrastructure and operational needs of the Mission.

43. The Department of Field Support is also developing a management service agreement with ICAO to serve as an umbrella arrangement for the provision of certain management and technical certification support services in the areas of aerodrome development and civil aviation development for countries where airfield infrastructure is in poor condition. ICAO would also provide assistance with procuring air traffic management and communication navigation surveillance equipment, engineering works, and a range of other equipment and services.

44. In its resolution 61/276, the General Assembly noted that, if the regional aviation safety concept proved to be beneficial, it would consider proposals to establish other regional offices. In the report of the Secretary-General (A/62/727), the Department of Field Support reported to the General Assembly that the preliminary assessment of the activities of the Regional Aviation Safety Office at

UNLB had been positive. The Department is therefore pursuing the possibility of extending the scope of the Office to include UNIFIL, UNFICYP and UNAMI. Preliminary assessment visits were conducted in September 2008 and a further trip to UNIFIL is planned. The Department of Field Support also remains committed to the establishment of a regional aviation safety office for West African missions (UNMIL, UNOCI, UNIPSIL and UNOWA) and will pursue its formal establishment during 2009/10, using existing resources.

45. The General Assembly, in its resolution 61/276, requested the Secretary-General to continue to conduct aviation quality inspections and aviation assessments to confirm that established standards were being fully complied with. During the period under review, the Department of Field Support, through the Aviation Quality Assurance programme, ensured that all United Nations-contracted air carriers continuously complied with the standards and recommended practices set by the Convention on International Civil Aviation and its associated annexes, and their national legislation. The latter was undertaken in addition to the requirement for air carriers to adhere to the United Nations Aviation Standards and the aviation policy, directive, guideline and procedures of the Department of Field Support. The Aviation Quality Assurance programme is the baseline against which air carriers' compliance activities were measured. Ten new air carriers were registered as part of the pre-qualification process for registration as United Nations flight vendors during the period under review. The Department also adequately assessed the continued competence of field aviation air and ground support services by ensuring through inspection visits that the entire range of aviation activities were assessed on a scale and frequency appropriate to the operations, including the continuous surveillance and prevention programme that benefits safety and contract management, and mitigates risk in the Department's air transport operations. Quality inspections were conducted at three field missions.

46. The aim of continued surveillance and monitoring within the Aviation Quality Assurance programme is primarily to investigate and judge its effectiveness and compliance with defined policy, operational and maintenance standards. Monitoring activity is based upon quality inspection, audits, corrective actions and follow-ups. The monitoring activity is aimed at eliminating the causes of unsatisfactory performance. Any non-compliance was recorded, for the purpose of further investigation and recommendations for corrective actions by the air carriers. These activities were conducted pursuant to the report of the Office of Internal Oversight Services on its audit of safeguarding air safety standards while procuring air services for the United Nations peacekeeping missions (A/59/347) and recommendations of the Board of Auditors.

2. Ground transportation: spare parts

47. The General Assembly has specifically requested the Secretary-General to include information in the overview report on progress made towards the global management of spare parts. Since the report of the Secretary-General (A/62/727), actions have been taken at both Headquarters and in the field to enhance the quality of spare parts management. The Department of Field Support has developed and implemented a comprehensive fleet management system within the Galileo assets management system, which incorporates spare parts management.

48. The initial version of the fleet management system was completed in November 2007, with a pilot programme and testing conducted at UNLB in December 2007. Further mission testing was conducted at UNOCI in February 2008. Implementation and training has now been completed in all missions, except UNMIK, where training will be organized during the first part of 2009.

49. A key feature of the system is the ability to generate specific reports on inventory levels and utilization rates, so that managers have timely information with which to plan reorder cycles. The system also captures data pertaining to vehicle maintenance and the cost of parts, which will improve the accuracy of related budget estimates.

50. Using the resources provided to it in the context of the budget for the support account for 2008/09, the Department is also examining ways of utilizing the spare parts management information to standardize, monitor and predict changing needs in the surface fleet as a whole, including the capacity to assess the potential for obsolescence against various operational or contractual considerations.

51. In reviewing spare parts management, consideration has been given to whether UNLB could play a role in improving the global management of spare parts. Indeed, due consideration had been made during the implementation of the strategic deployment stock concept, but the Department concluded that, while UNLB played a vital role in the reduction of lead times in the supply chain for high value or technical non-expendable items, it would not necessarily be advantageous in the area of spare parts, which are usually readily available at short notice and can be shipped directly to the missions.

3. Fuel management

52. As reported in its previous overview report (A/62/727), a thorough review of the fuel operation manual was conducted as part of the efforts of the Secretary-General aimed at improving the management of fuel, including the development of a comprehensive fuel operations manual and the proposed implementation of an electronic fuel management system. In close consultation with the field missions and other operational stakeholders, the fuel operations manual was finalized on 14 July 2008 and disseminated widely. The Department has proposed convening a fuel operations conference in early 2009, at which the participants would be given in-depth briefings on how the manual will assist them in all aspects of fuel, such as international standards, processes and procedures, sourcing, supply chain management, mission start-up planning, emergency planning, quality assurance, quality control, fraud prevention, health and safety, as well as environmental issues.

53. The Secretary-General also previously reported to the General Assembly that the Department of Field Support had initiated the procurement of a global electronic fuel management system. The system high-level business case was reviewed and approved by the project review committees with the development of technical specifications and the initiation of the solicitation process for an "off-the-shelf" software package in late 2007 and early 2008. The Department had anticipated deploying the system to missions early in 2009. However the question of compatibility with the enterprise resource planning system has arisen. Given that the latter system may not have fuel management functionalities for many years to come, the Department will need to pursue more robust fuel management systems, and the resources for both its implementation planning and deployment.

54. To achieve further improvements, a review of current field fuel operations practices and current business models has commenced in September 2008, with the expectation that the best practices work packages will be delivered by March 2009. Alongside an operational risk analysis, a service delivery cost analysis, and a regional acquisition strategy, a priority of the consultancy is the review of field missions' critical fuel operations equipment. It is possible that implementation of the final recommendations may require additional technical investments and new equipment contracts.

4. Rations

55. In the last overview report (A/62/727), the Secretary-General informed the General Assembly of improvements made in the management of rations. What has continued to be a particular challenge throughout 2008 is ensuring that rations, once passed to contingents, are stored adequately and at prescribed temperatures to avoid spoilage.

56. With the finalization of the model contract for the provision of food rations and other services to the United Nations, endorsed by the Office of Legal Affairs, the rights of the United Nations in relation to the handling, storage and distribution of food rations and ration packs by contractors has been strengthened. The model contract includes the responsibility of contractors to provide, manage and operate warehouse(s) and warehouse facilities that have sufficient and appropriate storage space to meet the requirements under contract and that provide adequate cold and freezer storage facilities with external temperature gauges and functional thermograph readers for the storage of all perishable and frozen items. These requirements take into consideration the temperatures typically encountered in field missions with minimum storage temperatures being prescribed.

57. In terms of monitoring, the Mission Quality Assurance Unit verifies the temperature logs of storage facilities at contractors' warehouses and contingent locations. Commanding officers are responsible for the accurate requisitioning of rations for their contingents or units and are required to store fresh products in a fresh storage area within prescribed temperature ranges and rotate stocks at each delivery to ensure that the "first in, first out" principle is maintained.

58. To ensure that adequate reserves are available to contingents, the contractor must receive, store and manage up to a 14-day supply of United Nations-owned food. This is now monitored every month with the issuance of a United Nations-owned food report that details inventory levels by type and expiration date. Furthermore, contractors are required to supply a further 14 days of reserve rations at appropriate levels for the specific troop strength at any given time in the life of a mission.

59. While improvements are ongoing, the surge of peacekeeping operations with complex logistic and international food supply chain challenges, along with the worldwide surge in food prices, are factors that are straining the capacity of the Department to support and monitor peacekeeping rations operations with the current resources.

5. Procurement

60. Procurement undertaken by the United Nations Secretariat has more than doubled in dollar value over the last six years and is now approaching $1.9 billion annually, of which approximately 85 per cent relates to United Nations field operations. In recent years, these operations have come under increasing scrutiny with a view to improving supply chain management, achieving better value for money and strengthening governance and oversight.

61. Effective and efficient supply to operations is becoming even more of a challenge as a result of:

- Stringent timelines set by the Security Council;
- Simultaneous deployment of several complex missions;
- Certain procedures and systems not always suited to support complex field operations in austere environments, when faced with challenging deployment timelines;
- Increased risks to the safety and security of United Nations assets and personnel;
- The inaccessibility of certain operations, long supply chains and limitations on existing physical and commercial infrastructure;
- Insufficient availability of key enabling assets.

62. There is no indication that the difficulty in supplying missions, particularly in insecure areas and across inaccessible terrain, will diminish. In recent years, the Organization has resorted to certain extraordinary measures in order to obtain adequate supply services. While the levels and extent of delegated procurement authority have been revised upwards to reflect the increasing needs at the field level, a more fundamental review of United Nations procurement for field operations is required. At the sixty-third session of the General Assembly, the Secretary-General will put forward proposals to improve governance and oversight of the procurement process, with a view to creating a clear practicable division of labour and an improved control environment, while ensuring timely provision of quality goods and services to field operations.

C. Field budget process

63. Last year, the Department of Field Support launched two new initiatives to contribute to a simplified budget process, while also improving the timeliness and quality of budget submissions for peacekeeping operations and special political missions. The first initiative, Abacus, provides for the fielding of budget teams from Headquarters to missions to assist with budget preparation. The second, Programme for an Advanced Compendium of Trainees initiative, mentioned earlier (para. 27), seeks to strengthen the capacity of mission budget offices through the accelerated encumbering of field budget posts with well-trained personnel.

64. The Department of Field Support implemented the Abacus team approach on a pilot basis in three peacekeeping operations (MONUC, UNOCI and UNMIL) in September 2007 and in one operation (MINURCAT) in January 2008. With this approach, the Division changed its role in the budget process from Headquarters

review to providing in-situ advice to approximately 50 mission staff in the field during budget formulation. The Abacus teams contained staff from all four divisions of the Department. Abacus reduced the process of reviewing mission budget proposals at Headquarters by the Department from approximately three weeks to one day, thereby increasing the efficiency of the budget process and timeliness of submissions. In addition, the quality of budget proposals was improved through direct advice to all budget stakeholders as well as an enhanced sense of ownership in the missions. Mission Abacus participants were surveyed and 88 per cent respondents acknowledged that the budget submissions were of a superior quality as a result of the initiative.

65. Based on the results of the pilot, the Abacus team increased their visits for the preparation of the 2009/10 budgets going to seven peacekeeping missions (MINUSTAH, MONUC, UNIFIL, UNMIS, UNMIT, UNAMID, MINURCAT) and three special political missions (UNAMA, UNOWA, CNMC). The results of the visits were similar to those achieved with the pilot, including the on-time submission by the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Field Support of mission budget proposals to the Department of Management. The Abacus visits have been especially requested by senior mission management for the preparation of the 2010/11 budgets and will continue.

66. In section II, paragraph 5, of its resolution 61/276, the General Assembly requested the Secretary-General to take further steps towards improving budget assumptions and forecasts and report thereon. Steps taken to improve budget assumptions and forecasts, as well as the refinements included in the 2008/09 budget presentation format, were presented in the previous overview report (A/62/727). In view of the recent movements in the financial markets, particular attention has been paid to the cost of fuel as well as the exchange rates used in the costing assumptions for the 2009/10 budget proposals. With the aim of further improving the transparency of the budget proposals submitted to the General Assembly and of facilitating their review by the legislative bodies, additional refinements have been included in the 2009/10 budget presentation format, including moving closer to the beginning of the budget reports the sections on planning assumptions and mission support initiatives; regional mission cooperation; and partnerships, country team coordination and integrated missions. To fully address the General Assembly's request, sections on budget implementation, regional mission cooperation, partnerships, country team coordination and integrated missions, and mission support initiatives have also been introduced in the 2007/08 performance reports.

D. Conduct and discipline

67. In response to the requests of the General Assembly, the Secretary-General provided in his 2008 overview report (A/62/727) detailed information on the cooperation and coordination between the Conduct and Discipline Unit of the Department of Field Support, and conduct and discipline teams in the field, the Office for Internal Oversight Services, and other entities of the United Nations system. The Secretary-General also submitted his comprehensive report on conduct and discipline (A/62/758), which included a detailed description and justification of all posts and their impact on conduct and discipline issues in the peacekeeping

missions and special political missions where conduct and discipline teams have been established.

68. Since the fifty-ninth session of the General Assembly, the principles governing the cooperation between the Conduct and Discipline Unit at Headquarters and the Investigation Division of the Office of Internal Oversight Services have been set out in an internal Secretariat note entitled "DPKO/OIOS cooperation in Category I and Category II investigations" dated 8 November 2005. A number of developments in 2007/08 have necessitated the updating of the relevant guidance documents, including procedural changes emanating from the provisions of the revised model memorandum of understanding between the United Nations and the troop-contributing countries adopted by the General Assembly in July 2007. The proposed internal restructuring of the Investigation Division and its field structure will also need to be reflected in the revised guidance along with the impact of the introduction of the new internal system of administration of justice.

69. A recent internal survey on the quality of support services provided by Headquarters to the field revealed concerns with regard to the length of time required to finalize investigations and complete the disciplinary process. It is hoped that those factors will be overcome, at least partially, with the introduction of the new justice system, the full implementation of the revised memorandum of understanding and the Office of Internal Oversight Services training programme for non-OIOS investigators.

70. It should be noted that the Investigation Division of OIOS has been able to respond adequately and rapidly to the most serious allegations of misconduct, in particular sexual exploitation and abuse, by carrying out immediate investigations or preliminary assessment and fact-finding missions. In line with the provisions of the revised memorandum of understanding, an increased number of allegations have been transmitted to troop-contributing countries with the request to nominate a National Investigation Officer. The Secretariat is developing appropriate guidance material and will engage in further consultations with troop-contributing countries in this regard.

71. The cooperation between the Conduct and Discipline Unit at Headquarters and the Investigation Division of OIOS remains close and constructive on the management of sexual exploitation and abuse and other cases of serious misconduct through increased information-sharing and better disaggregated statistics. Since May 2008, OIOS has been providing enhanced statistical data to the Department of Field Support, thereby enabling better analysis of cases of sexual exploitation and abuse. Improved information-sharing is also expected following the introduction of the confidential and secure tracking system that was introduced in July 2008, following extensive piloting and training efforts. The new system provides senior management with a reliable tool for assessing real-time data on misconduct allegations. It also enables the Conduct and Discipline Unit at Headquarters to conduct detailed trend analysis and more targeted monitoring efforts.

72. In the field, the conduct and discipline teams share information on conduct and discipline issues with other United Nations entities and non-governmental organizations through the United Nations country teams, in particular through in-country focal point networks. These networks usually share information on issues such as codes of conduct, policies, prevention of sexual exploitation and abuse, and reporting mechanisms. In addition, the Department of Field Support has continued

to develop awareness-raising tools to address sexual exploitation and abuse. A six-mission pilot campaign to address prostitution and transactional sex, covering the period 2008/09, is under way.

73. Finally, in its resolution 62/214, the General Assembly adopted the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel, contained in the report of the Ad Hoc Open-ended Working Group on Assistance and Support to Victims of Sexual Exploitation and Abuse (A/62/595). The Advisory Committee on Administrative and Budgetary Questions, in its related report (A/62/781), requested follow-up information on the matter.

74. Within the framework of the Task Force on Protection from Sexual Exploitation and Abuse, jointly established by the Executive Committees on Humanitarian Affairs, and Peace and Security, respectively, the Working Group on Victim Assistance has prepared a draft implementation strategy for review by the Task Force. It is anticipated that, once approved by the Task Force, the guidance material will be ready for dissemination to all participating partners by the end of the first quarter of 2009, at the latest.

75. The implementation of the comprehensive strategy will be based on a common victims' referral system to a range of "service providers" and is intended to be an integrated United Nations-system response to the provision of assistance to victims. The inter-agency focal point network on protection from sexual exploitation and abuse is to be the driver of all actions and activities undertaken by the United Nations system in a particular country. Where they exist, the conduct and discipline teams, as key players in the implementation of the United Nations sexual exploitation and abuse strategy, will be a crucial part of those networks. It is anticipated that the conduct and discipline teams in the field will play an important part in designing and establishing the frameworks through which victims will seek assistance.

Welfare and recreation

76. The Special Committee on Peacekeeping Operations took note at its 2008 substantive session (A/62/19) of the report of the Secretary-General on the comprehensive review of the welfare and recreation needs of all categories of peacekeeping personnel (A/62/663) and requested a further comprehensive report on welfare and recreation, detailing all the implications of the proposals made, for consideration by the appropriate Main Committee of the General Assembly at its sixty-third session. The General Assembly, in its resolution 62/273, endorsed the request of the Special Committee.

77. The report on welfare and recreation needs for all categories of personnel and detailed implications (A/63/675) is before the General Assembly. It reviews the relevant aspects of welfare and recreation, practices of mission welfare and recreation programmes, and describes the current status of the measures that are under consideration or under way.

E. Support to police activities in field missions

78. United Nations peacekeeping is experiencing an unprecedented rise in the authorized strength of police personnel and formed police units, with the creation of new peacekeeping operations in Darfur, in July 2007, and Chad, in September 2007. In real terms, the number of authorized police officers has more than doubled, from 8,300 in January 2006, to 17,000 in January 2009. The Police Division has struggled to keep pace with the volume and nature of support required from Headquarters.

79. During the reporting period, the Police Division provided operational support and guidance to approximately 12,000 United Nations police officers deployed in 18 field operations, and it supported the deployment of an increasing number of formed police units to many field operations, including UNAMID. The Police Division is also forging new and enhanced strategic and operational partnerships to ensure the successful implementation of mission mandates.

80. In the light of the ongoing growth and complexity of United Nations policing, and in response to a request from the Special Committee on Peacekeeping Operations and OIOS, a strategic review of police operations was conducted in 2008. The review took into consideration the complex needs of United Nations policing today and in the future, including the need to recruit and retain high quality police specialists, as well as to reinforce the linkages between police reform and the strengthening of judicial, legal and prisons systems. The review revealed that the Police Division requires additional human, logistical and financial resources to meet the increasingly complex demands emanating from Member States.

81. The Standing Police Capacity, as an element of the Police Division, completed its first assignment in late 2007, when it led in the start-up of the MINURCAT police component. Standing Police Capacity teams have also deployed to UNMIL to support the development of the Liberian National Police, in close coordination with the national stakeholders and the United Nations Development Programme, and assisted the Timor-Leste National Police with police reform. The Standing Police Capacity undertook special assessment missions to UNMIK and MINUSTAH. A comprehensive report on its first year of activities was prepared by a panel of experts and is expected to be completed in January 2009.

F. Rapid deployment of military resources

82. The Office of Military Affairs in the Department of Peacekeeping Operations had, during the course of 2006/07, developed the concept and prepared a policy for the enhanced rapid deployable capability, which essentially was designed to provide immediate support to field missions that required urgent reinforcement. A series of meetings were held with the Member States and, in late 2007, the Department of Peacekeeping Operations had issued notes verbales to them requesting commitments and/or pledges. They were informed that advancement of the concept was dependent upon the level of support that Member States were willing to provide in terms of allocating resources, including financial commitment and required units to the capacity. Pledges were expected by 31 January 2008, but the number of Member States that responded positively and the level of support they were willing to provide make it impossible to advance the concept. However, there was positive response from some European troop-contributing countries on UNIFIL specific

enhanced rapid deployable capability requirements. During its 2008 substantive session, the Special Committee on Peacekeeping Operations agreed to reconvene its Open-Ended Working Group to provide a comprehensive report that will inform the Committee's discussion on the way ahead during its substantive session in 2009.

83. In its report (A/62/19), the Special Committee on Peacekeeping Operations equally stressed the requirement for revision and/or enhancement of the United Nations standby arrangement system, especially in the area of increasing the number of units pledged at the rapid deployment level, further stating that a reassessment of the system will be carried out in late 2008/early 2009. The Standby-Arrangement Team in the Force Generation Service of the Office of Military Affairs is reviewing the United Nations Standby Arrangement System and is preparing a proposal whereby the Department of Peacekeeping Operations will address a new and proactive perspective that will enhance the system and foster dialogue between troop-contributing countries and donors. Accordingly, the Standby Arrangement Team has initiated the process with the Member States to discuss ideas and methodology. Though a non-binding commitment, rapid deployment level does not have any financial implications and being a passive system, it does not offer any reward or incentive to troop-contributing countries.

G. Inter-mission cooperation

1. Sudan/Darfur/Chad

84. UNMIS, UNAMID and MINURCAT continue their inter-mission partnership in a number of areas, for example:

- Sharing of resources and facilities for the receipt of goods are integrated at all focal points along the line of communication from Port Sudan and at the Logistics Base at El Obeid. UNMIS and UNAMID air assets are also shared, and aviation and movement control mission elements enjoy substantial coordination and collocation of staff.
- UNAMID and UNMIS are developing integrated regional coordination plans for evacuation and/or reassignment to Entebbe. A shared common services approach is being discussed with regard to enhancing the Entebbe base concept to a regional hub for three Missions.
- MINURCAT has concluded memorandums of understanding with UNMIS and UNAMID for inter-mission cooperation, and a separate memorandum of understanding between the Government of Ethiopia and UNAMID for operation of a Joint Support Coordination Mechanism office in Addis Ababa. During the final withdrawal of UNMEE, the Economic Commission for Africa will extend support to the office.

2. Great Lakes (MONUC/Entebbe)

85. Entebbe. Uganda currently serves as a logistics hub supporting MONUC, UNAMID, UNMIS, BINUB and special envoys. It provides support in terms of transportation, engineering, warehouses, etc. A memorandum of understanding between MONUC and the Government of Uganda on rental of land at Entebbe International Airport is in place.

86. There is a cooperation arrangement between MONUC and BINUB for the provision of aviation support, medical support (including evacuations), communications and information technology, and surface transport, particularly along the border region. MONUC provides security support and assists in evacuation of international staff of the European Union Security Sector Reform Mission in Kinshasa (EUSEC) during emergencies or crises in MONUC-designated areas under a memorandum of understanding between MONUC and EUSEC.

87. There is also a technical arrangement between MONUC and the European Union Police Mission in Kinshasa (EUPOL), under which MONUC provides security support and assists in the evacuation of EUPOL staff during emergencies or crises. The United Nations Office for Project Services (UNOPS) provides management services in respect of the project entitled "Mine action in support of MONUC" under a memorandum of understanding between MONUC and UNOPS.

88. In its service as a logistics hub supporting MONUC, UNAMID, UNMIS, BINUB and special envoys, Entebbe is uniquely situated to provide information and communications technology support and services to those missions. Currently, the logistics hub there serves as the tier 2 disaster recovery and business continuity facility for BINUB, MONUC, UNMIS, UNAMID and MINURCAT, due to its close proximity to those missions. Other information and communications technology support functions include telephone services, radio (VHF/trunking), Communications and Technology Service assets management, regional information and communications technology training and virtual warehousing of related equipment.

89. To further information and communications technology services and support provision in this region, the Information and Communications Technology Division in the Department of Field Support intends to undertake a number of initiatives to extend the use of the Entebbe facility. These include the establishment of a centralized service desk for the regional field missions, requisitioning, systems administration, back-office administrative processing, receiving and inspection, and software installation. By centralizing these support capacities in Entebbe, the Information and Communications Technology Division will create an enabling environment for more flexible service delivery through the use of mobile mission support teams. This model could be further applied to streamline administrative backstopping activities in other substantive areas such as human resources, finance and procurement.

3. Horn of Africa

90. Close coordination is maintained for the redeployment of UNMEE surplus assets to the expanding missions in the region. UNMEE has also provided and received support from the United Nations country team in Eritrea, and the Economic Commission for Africa headquarters office at Addis Ababa.

91. There is a cooperation arrangement under which UNMEE provides support in procurement, communications and information technology, administration and transport to the African Union Mission for Somalia (AMISOM). After the liquidation of UNMEE in 2009, this support will be provided by the Joint Support Coordination Mechanism. Another cooperation arrangement between UNPOS and the United Nations Office at Nairobi has been put in place to support information and communications technology services, close protection, transport, medical, travel

and administration. UNPOS also has an agreement with the United Nations Development Programme office in Kenya for aviation and in the United Nations Development Programme office in Somalia on communications, information technology and security, and with the World Food Programme in Somalia on aviation.

4. West Africa

92. There is regional cooperation between UNMIL, UNOCI and UNIOSIL/UNIPSIL on the sharing and use of air assets for operational requirements, on short-term staff assignments between these missions and on the release of surplus supply items, assets and equipment.

5. Middle East

93. The four established peacekeeping missions in the Middle East (UNIFIL, UNDOF, UNTSO and UNIFCYP), although close in geographical proximity, have not traditionally maximized cooperation and support-sharing possibilities, perhaps because of the unique mandates of each Mission, the evolution of individual strategic goals and objectives, and related budget submissions.

94. In the area of information and communications technology, in particular, substantial benefits and economies of scale could be realized through regional cooperation and the integration of support arrangements. During the year 2009/10, the Information and Communications Technology Division intends to pursue efforts to share capacities, harmonize services, share knowledge and develop potential for joint delivery of new services (e.g. connection of data networks and use of regional gateways). In addition to cost savings and uniformity of service delivery, it is also anticipated that these efforts would assist in achieving communications that are compliant with minimum operating security standards, a reduction in spare parts holdings, common disaster recovery and business continuity capacities, and more efficient videoconferencing service delivery. A regional chief of communications and information technology in one of the four missions, and a deputy position in another would ensure coordinated delivery of information and communications technology services with improved accountability for their effective regional management.

95. It should be noted that a cooperation arrangement exists between UNTSO, UNIFIL and UNDOF in terms of supporting UNTSO military observers working under the operational control of UNIFIL and UNDOF. UNTSO also has an agreement with UNSCO to provide office space, finance personnel, procurement services and medical support. UNIFIL supports UNSCOL with finance and procurement services.

H. United Nations Volunteers

96. Annex I presents the pro-forma costs for United Nations Volunteers, which have been in effect since August 2008, and which were used in the calculation of the 2009/10 budget proposals. The costing elements of United Nations Volunteers are as follows:

	Non-recurrent	*Recurrent*	*Standard*	*Country-specific*	*Revised yearly*
1. Predeployment expenses, assignment and repatriation expenses	X			X	
2. Settling-in grant	X			X	X
3. Volunteer living allowance		X		X	X
4. Hazardous duty station supplement		X	X		
5. Orientation and training		X	X		
6. Resettlement allowance		X	X		
7. Medical/life insurance		X	X		
8. Home visit		X		X	
9. Medical kits	X		X		
10. Programme support		X	X		

97. These costs can vary from year to year, owing to changes in the monthly living allowance (a component of both the Volunteer living allowance and the settling-in grant). The monthly living allowance is usually revised annually in August, in line with changes in the applicable post adjustment multiplier. In addition to the monthly living allowance, the Volunteer living allowance consists of accommodation allowance and family allowance. The settling-in grant is equivalent to three times the monthly living allowance rates of a specific peacekeeping operation.

I. Environmental policy

98. The Department of Peacekeeping Operations and the Department of Field Support are in the process of introducing the environmental policy and guidelines manual. The policy is undergoing a due diligence review in the Office of Legal Affairs prior to issuance. In the meantime, the Department of Field Support remains committed to environmental issues. It has now hired an environmental officer with broad experience in the United Nations Environment Programme and European Union environmental programmes to be the peacekeeping focal point on environmental issues. Following the December 2007 statement of the Chief Executives Board for Coordination, in which Heads of the United Nations agencies, funds and programmes committed themselves to moving towards climate neutrality for the United Nations, and to estimating the level of greenhouse gas emissions by the end of 2009 (CEB/2007/2, annex II), the Department of Field Support proposes to establish an environmental working group that will propose actions in line with that decision and coordinate overall activity associated with environmental proposals as "peacekeeping goes green". Following an encouraging site visit to Juba in the Sudan, a voluntarily funded pilot project is planned to commence in February 2009, to demonstrate sustainable accommodation and environmentally friendly waste management techniques.

99. The Department of Field Support has also committed consultancy funds to identify fuel conservation measures in aviation, surface transport and power generation, as well as overall supply chain distribution. A solicitation process is under way for consultancy services to identify deficiencies in fuel-consuming equipment and to provide an environmental impact assessment.

J. Contingent-owned equipment and property management

100. In February 2008, the 2008 Contingent-Owned Equipment Working Group convened at United Nations Headquarters to conduct a comprehensive review of the reimbursement rates. The Working Group recommended an increase of 1.9 per cent in major equipment reimbursement rates and an increase of 3.8 per cent in self-sustainment rates (A/C.5/62/26). It also recommended several significant changes in the contingent-owned equipment system, including the introduction of three new subcategories of self-sustainment; Internet access, basic firefighting, detection and alarm, along with enhancements to the medical self-sustainment. The General Assembly approved, by its resolution 62/252, the recommendations of the 2008 Contingent-Owned Equipment Working Group. The Secretariat has amended the memorandums of understanding signed with Member States to reflect new rates effective from 1 July 2008. Other initiatives under way include the finalization of the development of six contingent-owned equipment training modules, further development of the Field Guidelines, and the identification and development of proposals for consideration by the next working group to be convened in 2011 for the next triennial review of reimbursement rates.

101. In January 2008, the Department of Field Support issued provisional guidelines for the field verification and control of contingent-owned equipment and management of memorandums of understanding. These guidelines provided missions with the terms of reference under which to establish field mission review boards. These boards are a mechanism by which missions can review the continued suitability of the contingent-owned equipment-provided resources over the life cycle of a mission and propose actions to refine requirements. Boards have now been established at UNMIL, MINUSTAH, UNOCI, UNMIT, UNIFIL, UNMIS and MONUC.

102. In the area of United Nations-owned equipment, the Department of Field Support published a directive on property control and accountability in January 2008, reflecting priorities in the following seven strategic areas of property management: inventory management, disposal function, property sales regime, local property survey board, efficiency and effectiveness, condition of equipment, physical accountability and discrepancy reconciliation. Success criteria and related development of performance indicators are under development. In support of the disposal function, additional property disposal guidelines are being drafted. Initiatives such as bar-code technology implementation and the development of codification standards will be finalized in 2008/09 for implementation in 2009/10.

103. The Department considers that, in order to maximize the efficiencies in the management of assets deployed to the field, it must place greater emphasis on the total life cycle management of those assets. This means taking into account asset utilization, managing replacement, and clearly differentiating between normal wear and tear and cases to be written off. The Department is committed to moving beyond pure verification and reporting of assets, particularly by better use of technology to improve overall asset management.

K. Provision and management of medical support to field missions

104. Efforts to establish a global contract for air ambulance services for evacuations outside of mission areas, and a letter-of-assist with the Government of Egypt for access to its Cairo-based level-IV military hospitals have been initiated. The Department is also in the process of revising existing standard operating procedures and medical manuals to provide better guidance in the handling of CASEVAC and MEDEVAC in the field. These revisions also aim at enhancing management of medical assets and expendables inventories. The expanding breadth of field operations has posed real resource challenges, especially in the area of planning, maintaining and executing medical logistics.

105. The division of responsibility in the provision of medical support in the field between the Medical Support Section of the Department of Field Support and the Medical Services Division of the Department of Management is under discussion, with a view to maximizing complementarity. Communication between Headquarters and the field has improved with efforts to conduct joint mission medical support assessments, joint attendance at the chief medical officers workshop, and joint development of terms of reference for the recruitment of key medical staff.

IV. Proposed resources for the period from 1 July 2009 to 30 June 2010

106. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2009 to 30 June 2010, inclusive of UNLB and the support account, are currently estimated at $8.2 billion, compared with the total approved budget of $7.0 billion for the period from 1 July 2008 to 30 June 2009, representing an increase of 16.8 per cent, which is primarily attributable to the increase in the military and police personnel strength of MONUC, the higher deployment of military, police and civilian personnel of UNAMID as the Mission is making the transition from a start-up to a maintenance phase, and the authorization by the Security Council to deploy a military component of MINURCAT. Pursuant to General Assembly resolution 63/250, on human resources management, the proposed resource requirements also include additional resources for salaries, including post adjustment and common staff costs, for international staff, offset in part by the elimination of requirements for mission subsistence allowance.

107. The General Assembly, in section III, paragraphs 9 and 10, of its resolution 59/296, affirmed that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and to articulate future strategies in this regard. In compliance with that resolution, the Secretary-General, in his budget proposals for the 2006/07 financial period, introduced the concept of efficiency gains, according to which efficiency gains refer to situations in which less inputs, or the same inputs at a lower cost, are needed to produce the same output level as in the previous financial period (assuming there has been no change in quality).*

* Alternatively, efficiency gains can refer to situations in which more outputs than in the previous financial period are produced by using the same level of inputs.

108. In section II, paragraph 4, of its resolution 61/276, the General Assembly reaffirmed that budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard. In the budget proposals for 2008/09, efficiency gains were expected to be derived from improvements in the way the missions are supported, and were sought principally in the support component that includes logistical, administrative and security support to the mission. Similarly, efficiency gains have been identified overall in the budget proposals for 2009/10 in all missions. Examples are provided in table 6 below, with detailed descriptions of the efficiency gains included in the budget proposals for 2009/10 of each mission.

Table 6
Examples of efficiency gains included in 2009/10 budget reports
(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Missions	*Projected savings*	*Class of expenditure*
MINURSO	0.2	Reduction in flight hours by re-planning routes and repairing un-serviced airstrips
MINUSTAH	0.7	Revised contract for the provision of Internet services; enhanced preventive maintenance measures, standardization of information technology and communications infrastructure, improved use of warranty services and replacement of old and technologically obsolete equipment
MONUC	9.6	Reduction of number of aircraft and flight hours due to increased reliance on road and river transportation
UNAMID	6.5	Sharing of four aircraft with UNMIS and MINURCAT
UNDOF	0.6	Centralization of vehicle workshops at Camp Faouar and increased reliance on local service contracts for vehicle maintenance and repairs; implementation of regular speed checks and driving awareness programmes to reduce accidents; enhanced management of spare parts and increased reliance on local contracts to supply spare parts; enhanced control over receipt and distribution of fuel
UNFICYP	2.3	Utilization of commercial air transportation in lieu of charter flights; reduction in rental costs for vehicles resulting from the transfer of 30 vehicles from UNMIN at no cost (except freight) to UNFICYP
UNIFIL	0.1	Use of 15 electric utility vehicles within Force headquarters with lower maintenance costs compared with diesel-fuelled vehicles
UNMIL	8.6	Repatriation of surplus contingent-owned major equipment; use of two more fuel-efficient aircraft, revisions to flight schedules based on travel pattern and consolidation of shuttle flights to maximize passenger and cargo loads; enhanced monitoring of fuel utilization by contingent-owned generators; revised entitlements and consolidation of the interna! policy on issuance of cooking gas and kerosene; sensitization of staff members to implementation of energy-saving practices; implementation of enhanced preventive maintenance of communications and information technology equipment

Missions	*Projected savings*	*Class of expenditure*
UNMIS	2.6	Synchronization and centralization of power generation at Sector headquarters; ongoing implementation of the Mission's long-term strategy for the provision of ground-handling operations through in-house capacity in lieu of a commercial service contractor; outsourcing of non-core functions of the Guard Force in order to reduce reliance on national staff in maintaining the security of UNMIS premises; improved stock purchasing, rotation and proper storage of medical supplies
UNMIT	1.0	Implementation of an energy-saving policy; improvement of the ordering system for all consumable items; improved management of the Mission's consumable holdings of both slow and fast-moving vehicle spare-part items
UNOCI	2.8	Change in the communications system by moving voice and data communications services from satellite to a microwave system; establishment of an aviation fuel farms system
UNOMIG	0.05	Reduction in the number of major car accidents; consolidation of information technology servers through virtualization technology
Total	**34.65**	

109. The General Assembly, in section II, paragraph 2, of its resolution 61/276, requested the Secretary-General, when submitting future budget proposals and performance reports, to include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs. To address this request, a new section, entitled "Planning assumptions" has been introduced in the budget reports of all missions for the financial period 2008/09, outlining missions' initiatives that affect the use of resources, as well as missions' decisions on usage of resources. Examples of initiatives to be implemented in the 2009/10 financial period are presented in table 7 below.

Table 7
Examples of initiatives to be implemented in 2009/10

Component	*Initiatives*
MINURSO	Reduction of the flight time between Mission headquarters and team sites; introduction of a magnetic fuel card to improve the internal control system on vehicle refuelling; improvement in the quality of water for the Mission's personnel by installing desalination equipment
MINUSTAH	Implementation of minimum operating residential security standards in respect of staff officers and United Nations police officers
UNAMID	Reduction of the strain placed by the operation on local water resources through the implementation of water conservation and sustaining measures, with the aim of generating 40 per cent of the water required to sustain the operation through recycling of

Component	*Initiatives*
	wastewater
UNDOF	Establishment of a dedicated fuel management unit to enhance monitoring and control of fuel supply; implementation of an improved sales and disposal process in respect of assets that have been written off, including spare parts; conduct of a road-safety awareness campaign to promote safe driving
UNFICYP	Rotation of military contingents through the use of regular commercial flights, which has proven to be more cost-effective than chartered flights
UNIFIL	Continued expansion and upgrading of office and residential accommodation; introduction of green initiatives; enhancement of technical and substantive skills of security staff in emergency operations, investigations and information-gathering; development and refinement of the business continuity planning to reduce operational risks and enhance crisis management
UNMIL	Implementation of an environmental clean-up programme in preparation for eventual withdrawal and mission liquidation; continuation of the national staff capacity-building project; establishment of linkages with government and industry employers to develop targeted training programmes to help prepare national staff for employment transition
UNMIS	Reduction of the environmental impact of operations through the continued implementation of an environmentally friendly waste-management system
UNMIT	Implementation of enhanced operational practices to minimize the Mission's environmental impact
UNOMIG	Provision of satellite communications capability to its four locations and observation/forward patrol bases in Adjara and the Kodori Valley; improvement in the living conditions of all mission personnel; and upgrade of the local Internet service provider's connection bandwidth

110. Table 8 below provides the proposed requirements for the 2009/10 period by peacekeeping component.

Table 8
Proposed requirements for the 2009/10 period
(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Peacekeeping component	*Apportionment (2007/08)*	*Expenditure (2007/08)*	*Apportionment (2008/09)*	*Proposed budget (2009/10)*	*Variance*	
					Amount	*Percentage*
MINURCAT[a]	182 444.0	165 183.7	301 124.2	806 430.0	505 305.8	167.8
MINURSO	46 075.8	45 520.3	45 600.8	54 269.6	8 668.8	19.0
MINUSTAH	535 372.8	534 068.2	574 916.5	618 624.0	43 707.5	7.6
MONUC[a]	1 112 739.5	1 071 488.8	1 187 676.4	1 431 572.0	243 895.6	20.5
UNAMID	1 275 653.7	1 056 478.6	1 499 710.0	1 789 411.2	289 701.2	19.3
UNDOF	39 662.5	42 179.7	45 726.0	45 369.6	(356.4)	(0.8)
UNFICYP	50 233.9	50 232.0	54 851.1	55 996.2	1 145.1	2.1
UNIFIL	713 586.8	591 589.0	650 755.6	646 580.4	(4 175.2)	(0.6)
UNMEE[b]	113 483.4	106 085.2	37 016.4	—	(37 016.4)	(100.0)
UNMIK[a]	220 476.4	220 466.6	198 012.0	37 238.1	(160 773.9)	(81.2)
UNMIL	688 330.6	649 469.1	603 708.0	593 436.0	(10 272.0)	(1.7)
UNMIS	846 277.2	820 459.5	820 720.6	980 561.1	159 840.5	19.5
UNMIT	169 596.3	162 633.4	172 842.0	210 610.0	37 768.0	21.9
UNOCI	470 856.1	465 272.0	475 402.6	505 799.5	30 396.9	6.4
UNOMIG	35 009.8	32 777.3	34 484.2	38 838.5	4 354.3	12.6
Subtotal, missions	**6 499 798.8**	**6 013 903.4**	**6 702 546.4**	**7 814 736.2**	**1 112 189.8**	**16.6**
UNLB[a]	40 379.6	40 201.5	45 769.0	65 450.5	19 681.5	43.0
Support account[a]	230 509.9	222 450.8	282 401.9	305 000.0	22 598.1	8.0
Subtotal, resources	**6 770 688.3**	**6 276 555.7**	**7 030 717.3**	**8 185 186.7**	**1 154 469.4**	**16.4**
Voluntary contributions in kind (budgeted)	7 754.2	8 655.7	7 799.8	9 539.9	1 740.1	22.3
Total resources	**6 778 442.5**	**6 285 211.4**	**7 038 517.1**	**8 194 726.6**	**1 156 209.5**	**16.4**

[a] Reflects preliminary 2009/10 estimates pending finalization of the proposed 2009/10 budgets.
[b] The mandate of UNMEE was terminated effective 31 July 2008.

111. Table 9 below provides the main factors affecting the changes in resource requirements for the 2009/10 period, compared with the 2008/09 period.

Table 9
Main factors for variance in resource requirements

Peacekeeping component	*Main factors for variance*
MINURCAT	Increase of $505.3 million (167.8 per cent) resulting from: Deployment of a military component of MINURCAT pursuant to Security Council resolution 1861 (2009)
MINURSO	Increase of $8.7 million (19.0 per cent) resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) The replacement of 67 vehicles; (c) Improvement of the Mission's facilities and infrastructure, necessitating the replacement of 12 generators, the acquisition of fuel tanks and pumps to establish a strategic fuel reserve at the Mission's logistics base to ensure a continuous supply of fuel to all team sites, the installation of water treatment plants, hard-wall structures for military observers accommodations in the team sites, and the construction of reservoirs to protect fuel from contamination; (d) Higher requirements for the guaranteed costs for the rental and operation of helicopters.
MINUSTAH	Increase of $43.7 million (7.6 per cent) resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) Additional military contingents costs resulting mainly from the increased cost of charter and commercial air flights and the increased cost of rations; (c) Additional facilities and infrastructure costs mainly due to the implementation of the minimum operating residential security standards, additional requirements for firefighting equipment to support the Mission firefighting capability and higher facilities maintenance services costs; (d) The replacement of vehicles according to the standard criteria for write-off; (e) Increased air transportation costs, due principally to the higher costs of flight hours for the new fixed-wing aircraft and the higher costs of petrol, oil and lubricants.
MONUC	Increase of $243.9 million (20.5 per cent), resulting from: Temporary increase of the authorized strength of the Mission by up to 3,175 military and formed police personnel pursuant to Security Council resolution 1843 (2008).

Peacekeeping component	*Main factors for variance*
UNAMID	Increase of $289.7 million (19.3 per cent), resulting from: (a) The higher deployment of the Operation's uniformed and civilian personnel during the budget period; (b) Increased resource requirements for air transportation, communications and information technology, medical, and special equipment, as a result of increased recurrent operational costs to sustain the Operation's deployment. Increased requirements are partly offset by reduced requirements in respect of non-recurrent costs, including acquisition of equipment and freight and related costs, as the Operation progressively moves from the start-up phase to the maintenance phase.
UNDOF	Decrease of $0.4 million (0.8 per cent), resulting from: (a) Lower requirements under facilities and infrastructure and ground transportation, owing to the decline in the price of diesel fuel; (b) Reduction in requirements for construction services, as provisions for security enhancement projects were made in the 2008/09 period and the projects are expected to be completed during that period.
UNFICYP	Increase of $1.1 million (2.1 per cent), resulting from: (a) Additional requirements for the proposed establishment of two international posts in the areas of civil affairs and budgetary support; (b) Additional requirements for military contingents, owing to the increase in the ceiling man-day rate for rations. Additional requirements are offset in part by the reduced requirements for national staff, owing to the application of the lower United Nations operational rate of exchange between the United States dollar and the euro as at 30 November 2008, compared to 2008/09.
UNIFIL	Decrease of $4.2 million (0.6 per cent), resulting from: (a) Reduced requirements under military contingents, owing to the application of a delayed deployment factor of 12 per cent, compared with 8 per cent in the 2008/09 period; (b) Procurement of fewer vehicles and communications equipment, as provision for major acquisitions was made in prior periods. Reduced requirements are partly offset by additional requirements under facilities and infrastructure related to the expansion, for security reasons, of the Force headquarters and increased civilian personnel costs, as a result of the application of the 2007/08 average salary costs for international staff and the revision of the national salary scales effective 1 September 2008.

Peacekeeping component	*Main factors for variance*
UNMIK	Decrease of $160.8 million (81.2 per cent), resulting from: Reconfiguration of the Mission as the European Union continues preparations to undertake an enhanced operational role in Kosovo in the rule of law area.
UNMIL	Decrease of $10.3 million (1.7 per cent), resulting from: Lower overall requirements for military contingents, as a result of the phased drawdown during the period in the number of military contingents, from 10,232 to 8,693 personnel.
UNMIS	Increase of $159.8 million (19.5 per cent), resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) A higher deployment of military personnel; (c) The proposed establishment of 150 additional international posts, 448 national posts and 74 United Nations Volunteer positions; (d) The applicability of hazardous duty station allowance to all mission areas.
UNMIT	Increase of $37.8 million (21.9 per cent), resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) Increased requirements for air transportation, owing to new contractual rates; (c) Increased costs for United Nations police officers associated with increased mission subsistence allowance rates and the costs of the repatriation of 236 police officers as part of the phased drawdown of the police component.
UNOCI	Increase of $30.4 million (6.4 per cent), resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) Additional resources for military contingents, owing to the increased rations contract cost and higher commercial airfares; (c) The replacement of equipment and facilities due to wear and tear. Increased requirements are partially offset by reduced requirements for air transportation, resulting from a lower number of aircraft, following the completion of the elections in the 2008/09 period.

Peacekeeping component	*Main factors for variance*
UNOMIG	Increase of $4.4 million (12.6 per cent), resulting from: (a) Additional resources for salaries, including post adjustment, and common staff costs for international staff, pursuant to General Assembly resolution 63/250 on human resources management, offset in part by the elimination of requirements for mission subsistence allowance; (b) The proposed establishment of 20 new national General Service posts and 3 United Nations Volunteer positions; (c) The revision of the national salary scales effective 1 July 2008; (d) Additional requirements for commercial communications and the replacement of communications equipment. Increased requirements are partially offset by reduced requirements for the replacement of vehicles and reduced requirements for United Nations police, resulting from the application of a 15 per cent delayed deployment factor, compared with the assumption of the full deployment of 20 police officers in the 2008/09 period.

112. For the 2009/10 period, an estimated total of 28,700 posts and temporary positions are proposed for international staff, national staff and United Nations Volunteers, in peacekeeping missions and UNLB, compared with 29,946 posts and temporary positions approved for the 2008/09 period, resulting in a net decrease of 1,240 posts and positions attributable to a decrease of 895 posts and 345 temporary positions. This figure represents a 4.1 per cent decrease over the 2008/09 period. Pursuant to General Assembly resolution 63/250, the proposed 2009/10 budgets reflect the conversion of General Service and Security Service posts approved for the 2008/09 period to the Field Service category.

113. Table 10 below provides information on the approved number of posts and temporary positions for the 2008/09 period and the proposed number of posts and temporary positions for the 2009/10 period.

Table 10
Proposed civilian staffing (including United Nations Volunteers)

	Approved 2008/09			*Proposed 2009/10*			*Variance*	
Peacekeeping component	*Posts*	*Temporary positions*	*Total*	*Posts*	*Temporary positions*	*Total*	*Number*	*Percentage*
MINURCAT[a]	1 082	2	1 084	1 573	2	1 575	491	45.3
MINURSO	537	2	539	540	1	541	2	0.4
MINUSTAH	1 940	103	2 043	1 979	97	2 076	33	1.6
MONUC[a]	4 519	425	4 944	4 644	184	4 828	(116)	(2.3)
UNAMID	5 458	99	5 557	5 508	38	5 546	(11)	(0.2)
UNDOF	153	—	153	156	—	156	3	2.0

Peacekeeping component	Approved 2008/09 Posts	Approved 2008/09 Temporary positions	Approved 2008/09 Total	Proposed 2009/10 Posts	Proposed 2009/10 Temporary positions	Proposed 2009/10 Total	Variance Number	Variance Percentage
UNFICYP	153	—	153	157	—	157	4	2.6
UNIFIL	1 250	5	1 255	1 240	5	1 245	(10)	(0.8)
UNMEE[b]	463	1	464	—	—	—	(464)	(100.0)
UNMIK[a]	2 642	4	2 646	491	—	491	(2 155)	(81.4)
UNMIL	1 845	4	1 849	1 818	3	1 821	(28)	(1.5)
UNMIS	4 161	89	4 250	4 825	89	4 914	664	15.6
UNMIT	1 548	5	1 553	1 594	3	1 597	44	2.8
UNOCI	1 508	12	1 520	1 503	12	1 515	(5)	(0.3)
UNOMIG	326	1	327	349	1	350	23	7.0
UNLB[a]	235	29	264	408	12	420	156	59.1
Support account[a]	1 220	119	1 339	1 360	108	1 468	129	9.6
Total	**29 040**	**900**	**29 940**	**28 145**	**555**	**28 700**	**(1 240)**	**(4.1)**

[a] Reflects preliminary 2009/10 estimates pending finalization of the proposed 2009/10 budgets.
[b] The mandate of UNMEE was terminated effective 31 July 2008.

114. The reasons for variances in the number of posts proposed for the 2009/10 period as compared to 2008/09 approved posts are as follows:

(a) In MINURSO, establishment of one new international post as a property disposal assistant to clear large inventories of unserviceable equipment, one new national post to provide clerical/secretarial support in the Office of the Special Representative of the Secretary-General, and the conversion of one national temporary position to post to maintain the Mission's electronic archiving system;

(b) In MINUSTAH, a net increase of 3 international posts, resulting from a decrease of one post in the humanitarian and development coordination component and the establishment of 4 new international posts in the support component for the implementation of the Safe and Secure Approach to Field Environment training programme and management of minimum operating security standards and minimum operating residential security standards arrangements, as well as a net increase of 25 national posts, of which 22 are in the support component and 3 in substantive components;

(c) In MONUC, reduced staffing requirements previously authorized to support the local elections in 2008/09, partly offset by additional staffing requirements in relation to the expansion of the Mission;

(d) In UNAMID, a decrease of 11 posts reflecting the outcome of a preliminary review of the Operation's staffing structure. The adjustment includes primarily the abolition of language assistant posts in support of policing activities, the streamlining of the structure of the Joint Mediation Support Team, partly offset by the proposed establishment of additional posts for the close protection of high-ranked officials and support of camp management at team sites. The proposed changes also include the conversion of 54 temporary positions to posts for the Operation's humanitarian liaison function;

(e) In UNDOF, three additional international posts are proposed, two for a proposed civil affairs capacity in the Office of the Force Commander, and one to head a proposed new Supply Section resulting from the restructuring of the Division of Missions Support;

(f) In UNFICYP, one net additional international post, resulting from the establishment of two additional international posts (1 civil affairs officer to provide the Force with a permanent civilian presence in the village of Pyla and a budget officer to facilitate the overall coordination of all aspects of the preparation of the performance and budget submissions) and the establishment of one post of secretary, as well as three new national posts consisting of two language assistants to provide Greek and Turkish language support to the civil affairs officer, United Nations police officers and civil affairs team in the village of Pyla, and one Procurement assistant, in view of the increased volume of procurement activities;

(g) In UNIFIL, a net decrease of 1 international post in the Operations component and 9 national posts as a result of the abolishment of 35 national language assistants in the Sector Administrative Offices who were providing language support to military contingents as their support would no longer be required, partly offset by 26 additional national posts for technical support for the expansion of the Force headquarters;

(h) In UNMIL, a net reduction of 3 international posts, 11 national posts and 14 United Nations Volunteer positions in the security sector, peace consolidation and support components;

(i) In UNMIS, 23 additional international posts, 124 additional national posts and 25 additional United Nations Volunteer positions to implement the Disarmament, Demobilization and Reintegration programme, as well as 95 additional international posts, 256 national posts and 35 United Nations Volunteer posts in the support component mainly in relation to the deployment of the additional military personnel, and 27 additional international posts, 71 additional national posts and 8 additional United Nations Volunteers in substantive offices in the peace process, security, governance and humanitarian assistance and recovery areas;

(j) In UNMIT, an increase of 12 international posts, 24 national posts and 8 United Nations Volunteer positions resulting from the re-establishment of posts previously abolished as the Mission is not drawing down and for national capacity-building;

(k) In UNOCI, a net decrease of 15 international posts, including 7 reclassified to national posts following the completion of the elections in the 2008/09 period, and the establishment of 3 additional national posts in the civil affairs section;

(l) In UNOMIG, the establishment of 20 new national posts as replacement for outsourced security guards in the Mission's premises in Sukhumi, and the establishment of 3 United Nations Volunteer positions to strengthen the capacity of the Finance and Personnel Offices.

V. Status of the Peacekeeping Reserve Fund as at 30 June 2008

115. The United Nations Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at $150 million. The General Assembly, in its resolution 49/233 A of 23 December 1994, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations, the expansion of existing ones, or for unforeseen and extraordinary expenditures related to peacekeeping.

116. As reflected in the financial statements for the 12-month period from 1 July 2007 to 30 June 2008, the level of the Fund as at 30 June 2008 was $157.8 million, comprising the reserve of $150 million and an accumulated surplus of $7.8 million. During the period ended 30 June 2008, short-term loans were made to MINURCAT and UNAMID, which were paid within the period upon receipt of assessed contributions. As at 30 June 2008, there were two outstanding loans: one in the amount of $12.8 million to the United Nations Mission in the Central African Republic (MINURCA), which was made in 1998 and 1999 and remains unpaid, and an additional loan to the United Nations Support to the African Union Mission in Somalia in the amount of $2.0 million, which was made in June 2008. The balance of the Peacekeeping Reserve Fund in excess of the authorized level which is available to meet the financing of the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010, subject to General Assembly approval, will be provided in the context of the support account budget report for the period from 1 July 2009 to 30 June 2010.

VI. Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

117. The Secretariat continues to submit the final draft memorandums of understanding to Member States within ninety days of the start of negotiations for their review and concurrence. However there are still some cases of late signing of these memorandums, due to the delay in obtaining the concurrence of the contributing Governments, which for some troop-contributing and formed police-contributors requires a lengthy legal and parliamentary process. These delays result in the non-reimbursement of major equipment and self-sustainment as the Secretariat currently processes claims each quarter for only signed memorandums of understanding. As mentioned in paragraph 100 of the present report, the 2008 Contingent-Owned Equipment Working Group recommended increases to the major equipment reimbursement rates and self-sustainment rates and added three new subcategories of self-sustainment effective 1 July 2008.

B. Liabilities to troop-contributing and formed police-contributing countries

118. The status of amounts owed and reimbursements to troop-contributing and formed police-contributing countries for the calendar years 2007 and 2008 are set forth in table 11 below.

Table 11
Status of liabilities to troop-contributing and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2007[a]	*2008*
Owed as at 1 January	924 296	689 121
Estimated amounts owed	1 518 039	1 731 300
Less: payments made during the year	1 753 214	1 988 932
Balance as at 31 December	**689 121**	**431 489**

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2007[a]	*2008*
Owed as at 1 January	6 323	327 502
Estimated amounts owed	033 095	1 073 281
Less: payments made during the year	1 111 916	1 293 705
Balance as at 31 December	**327 502**	**107 078**

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2007[a]	*2008*
Owed as at 1 January	517 973	361 619
Estimated amounts owed	484 944	658 019
Less: payments made during the year	641 298	695 227
Balance at 31 December	**361 619**	**324 411**

[a] Supersedes information provided in A/62/727.

119. Payments for troop and formed police unit costs as well as for contingent-owned equipment and self-sustainment claims are effected after taking into account a three-month cash operating reserve for each mission. In 2008, a total of four scheduled quarterly payments were effected for all active missions with sufficient cash resources. Reimbursements of contingent-owned equipment and self-

sustainment claims were also made for five closed missions with available cash balances (ONUB, ONUMOZ, UNAVEM, UNOSOM and UNTAC) for a total amount of $9.3 million.

120. Payments to troop contributors could not be effected in 2008 for MINURSO because of the poor cash position in its special account, primarily resulting from the low level of receipt of assessed contributions, with liabilities for troop costs currently covering the period from April 2002 to December 2008. Payments to troop contributors and formed police contributors in UNMIK and UNFICYP were effected in March and June 2008, respectively, to cover liabilities from January 2005 to November 2007 for UNMIK, and October 2006 to May 2007 for UNFICYP. Owing to the poor cash position in their special accounts, which resulted primarily from the low level of receipt of assessed contributions, liabilities for formed police unit costs are currently covering the period from December 2007 to December 2008 for UNMIK, and June 2007 to December 2008 for UNFICYP. When necessary, loans have been made from closed missions to MINURSO, UNMIK and other active missions to cover immediate cash operating requirements.

VII. Death and disability compensation

121. Pursuant to General Assembly resolution 61/276, the Secretariat conducted a comprehensive review of death and disability benefits to simplify, streamline and harmonize the process for payment of death and disability compensation to members of military contingents, formed police units, military observers and civilian police officers including the equal treatment of all uniformed personnel deployed in field missions. The related report (A/63/550) of the Secretary-General has been submitted to the General Assembly for its review during the resumed sixty-third session.

122. The Secretariat endeavours to complete death and disability claims within 90 days of receiving all related documentation. In compliance with General Assembly resolution 57/316, table 12 below provides information on claims related to death and disability compensation that were processed during the period from January to December 2008.

Table 12
Status of claims for death and disability compensation for 2008

A. Summary of death and disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSTAH	21	268.3	0	0	2	3.0
MONUC	15	219.5	0	0	12	405.0
ONUB	2	23.0	0	0	3	110.0
UNAMI	1	31.5	0	0	0	0
UNAMSIL	1	.5	0	0	34	85.8
UNAMID	5	250.0	0	0	11	149.5

Peacekeeping mission	Claims paid		Claims rejected		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
UNDOF	7	4.5	0	0	7	7
UNFICYP	2	103.4	0	0	0	0
UNIFIL	13	165.0	0	0	14	74.5
UNMEE	1	2.0	0	0	3	27.5
UNMIK	1	50.0			0	0
UNMIL	9	268.5	0	0	17	223.5
UNMIS	5	171.5	0	0	13	81.0
UNOCI	5	178.5	0	0	6	339.2
UNMIT	0	0	0	0	0	0
Total	**88**	**1 736.2**	**0**	**0**	**122**	**1 506.0**

B. Death compensation

(Thousands of United States dollars)

Peacekeeping mission	Claims paid		Claims rejected		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
MINUSTAH	2	100.0	0	0	0	0
MONUC	2	100.0	0	0	7	350.0
ONUB	0	0	0	0	2	100.0
UNAMI	0	0	0	0	0	0
UNAMSIL	0	0	0	0	0	0
UNAMID	5	250.0	0	0	2	100.0
UNDOF	0	0	0	0	0	0
UNFICYP	2	103.4	0	0	0	0
UNIFIL	3	150.0	0	0	1	50.0
UNMEE	0	0	0	0	0	0
UNMIK	1	50.0	0	0	0	0
UNMIL	5	250.0	0	0	3	150.0
UNMIS	3	150.0	0	0	1	50.0
UNOCI	3	150.0	0	0	6	301.2
Total	**26**	**1 303.4**	**0**	**0**	**22**	**1 101.2**

C. Disability compensation

(Thousands of United States dollars)

	Claims paid		*Claims rejected*		*Claims pending*	
Peacekeeping mission	*Number*	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINUSTAH	19	168.3	0	0	2	3.0
MONUC	13	119.5	0	0	5	55.0
ONUB	2	23.0	0	0	1	10.0
UNAMI	1	31.5	0	0	0	0
UNAMSIL	1	.5	0	0	34	85.8
UNAMID	0	0	0	0	9	49.5
UNDOF	7	4.5	0	0	7	7.0
UNFICYP	0	0	0	0	0	0
UNIFIL	10	15.5	0	0	13	24.5
UNMEE	1	2.0	0	0	3	27.5
UNMIK	0	0	0	0	0	0
UNMIL	4	18.5	0	0	14	73.5
UNMIS	2	21.5	0	0	12	31.0
UNOCI	2	28.5	0	0	0	38.0
Total	**62**	**433.3**	**0**	**0**	**100**	**404.8**

VIII. Actions to be taken by the General Assembly

123. The actions to be taken by the General Assembly are as follows:

(a) **Take note of the action taken in response to General Assembly resolution 61/276;**

(b) **Take note of ongoing and proposed management initiatives as well as the efforts taken to strengthen inter-mission coordination in the administrative and logistical aspects of field operations.**

Annex I

Decisions and requests in General Assembly resolution 61/276 of 29 June 2007

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-third session*
Section II	**Budgeting and budget presentation**	
Paragraph 5	Take further steps towards improving budget assumptions and forecasts and to report thereon to the General Assembly at the second part of its resumed sixty-second session.	Para. 66
Section VI	**Use of consultants**	
Paragraph 1	Reaffirms section III of its resolution 60/266, and requests the Secretary-General to report to the General Assembly on this subject at its sixty-second session.	A/63/310/Add.3
Section VII	**Staffing, recruitment and vacancy rates**	
Paragraph 2	Review the standards for the recruitment of National Professional Officers and to report thereon to the General Assembly at its sixty-second session for its consideration and action.	A/62/762
Section VIII	**Use of 300-series and 100-series appointments**	
Section XI	**Military**	
Paragraph 2	Decides to authorize the payment, as necessary, of mission subsistence allowance to staff officers during in-mission official travel in cases where accommodation and/or food cannot be provided by the mission and to review this issue in the context of the analysis requested in paragraph 56 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/61/852).	Paras. 35 to 37
Paragraph 4	Provide updated information on rapid deployment of military resources in the context of his next overview report.	Paras. 82 and 83
Section XIII	**Air operations**	
Paragraph 1	Reaffirms paragraph 2 of section XI of its resolution 60/266.	A/62/727, para. 48
Paragraph 3	Reiterates its request contained in paragraph 3 of section XIX of its resolution 59/296, to improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the over-budgeting of air transportation requirements in some peacekeeping operations.	Paras. 39 to 41

Reference	*Requests to the Secretary-General and/or decisions*	*Reporting mode, if applicable, for sixty-third session*
Paragraph 4	Ensure that missions, when reviewing their transportation requirements, take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission.	Paras. 39 to 41
Paragraph 5	Further strengthen coordination with relevant United Nations entities in the area of air operations and to report on progress made in his next overview report.	Paras. 41 to 43
Paragraph 6	Continue to conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with.	Paras. 45 and 46
Section XIV	**Ground transportation and utilization of vehicles and spare parts**	
Paragraph 1	Include information on progress made towards global management of spare parts in his next overview report.	Paras. 47 to 51
Paragraph 5	Notes the efforts of the Department of Peacekeeping Operations to develop, within Galileo, its assets management system, a comprehensive fleet management system on spare parts management, and requests the Secretary-General to report at the second part of its resumed sixty-second session on the results achieved regarding the completion of that project.	Paras. 47 to 49
Section XVI	**Fuel management**	
Paragraph 2	Prepare a fuel management manual and standard operating procedures and to include in his report thereon information on the review of current business model for the provision of fuel, measures taken to improve fuel management, including information on experience with mission electronic fuel accounting system and fuel log system projects, and plans to introduce alternative systems designed to support global fuel management.	Paras. 52 to 54
Section XVII	**Conduct and discipline**	
Paragraph 5	Examine ways to strengthen cooperation and coordination of conduct and discipline teams, the Office of Internal Oversight Services and other entities of the United Nations system, both at Headquarters and in the field, and to report in this regard at the second resumed part of its sixty-second session in the context of the overview report.	Paras. 67 to 72
Section XXI	**Regional coordination**	
Paragraph 2	Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission, and that he report thereon to the General Assembly in the context of his next overview report.	Paras. 84 to 95

Annex II

Pro forma costs for the initial year for United Nations Volunteers assignments with peacekeeping missions (effective August 2008)

Part I

(In United States dollars)

Entitlement	*UNAMA*	*BINUB*	*MINURCAT/ BONUCA (CAR)*	*MINURCAT (Chad)*	*UNOCI*	*MONUC*	*UNMIT*	*UNMEE*	*UNOMIG*	*MINUSTAH*
Predeployment expenses, assignment and repatriation travel[a]	5 000	5 000	5 000	5 000	5 000	5 600	5 000	5 000	5 000	5 600
Settling-in-grant plus	4 494	4 281	4 899	4 983	5 169	4 542	4 275	4 188	4 362	4 317
Volunteer living allowance[b]	30 096	25 164	27 672	30 024	30 396	31 188	26 820	26 004	25 068	31 668
Hazardous duty station supplement[c]	6 240	—	6 240	6 240	6 240	6 240	—	6 240	6 240	6 240
Orientation and training	300	300	300	300	300	300	300	300	300	300
Resettlement allowance	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800
Medical/life insurance	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404	1 404
Programme support	3 947	3 036	3 785	3 980	4 025	4 086	3 168	3 595	3 534	4 106
Total	**53 281**	**40 985**	**51 100**	**53 731**	**54 334**	**55 160**	**42 767**	**48 531**	**47 708**	**55 435**

Calculation of Volunteer living allowance	*UNAMA*	*BINUB*	*MINURCAT/ BONUCA (CAR)*	*MINURCAT (Chad)*	*UNOCI*	*MONUC*	*UNMIT*	*UNMEE*	*UNOMIG*	*MINUSTAH*
Monthly living allowance	1 498	1 427	1 633	1 661	1 723	1 514	1 425	1 396	1 454	1 439
Accommodation[d]	800	460	463	631	600	850	600	561	425	990
Family allowance, one dependant	250	250	250	250	250	250	250	250	250	250
Family allowance, two dependants	450	450	450	450	450	450	450	450	450	450

Pro forma costs for United Nations Volunteers programme managers (staff) with peacekeeping missions

(In United States dollars)

Entitlement	*UNAMA*	*BINUB*	*MINURCAT/ BONUCA (CAR)*	*MINURCAT (Chad)*	*UNOCI*	*MONUC*	*UNMIT*	*UNMEE*	*UNOMIG*	*MINUSTAH*
Programme manager[c,e]	—	—	—	162 000	162 000	275 000	135 000	—	—	245 000
Programme support	—	—	—	12 960	12 960	22 000	10 800	—	—	19 600
Total	**—**	**—**	**—**	**174 960**	**174 960**	**297 000**	**145 800**	**—**	**—**	**264 600**

Part II

(In United States dollars)

Entitlement	*UNMIK*	*UNMIL*	*UNMIS*	*UNAMID*	*MINURSO*
Predeployment expenses, assignment and repatriation travel[a]	5 000	5 600	5 000	5 000	5 000
Settling-in-grant plus	4 275	4 323	4 437	4 437	4 032
Volunteer living allowance[b]	28 956	29 802	31 068	31 068	24 540
Hazardous duty station supplement[c]	—	6 240	6 240	6 240	—
Orientation and training	300	300	300	300	300
Resettlement allowance	1 800	1 800	1 800	1 800	1 800
Medical/life insurance	1 404	1 404	1 404	1 404	1 404
Programme support	3 339	3 958	4 020	4 020	2 966
Total	**45 074**	**53 427**	**54 269**	**54 269**	**40 042**

Calculation of Volunteer living allowance	*UNMIK*	*UNMIL*	*UNMIS*	*UNAMID*	*MINURSO*
Monthly living allowance	1 425	1 441	1 479	1 479	1 344
Accommodation[d]	778	800	900	900	491
Family allowance, one dependant	250	250	250	250	250
Family allowance, two dependants	450	450	450	450	450

Entitlement	*UNMIK*	*UNMIL*	*UNMIS*	*UNAMID*	*MINURSO*
Programme manager[c,e]	135 000	162 000	200 000	162 000	—
Programme support	10 800	12 960	16 000	12 960	—
Total	**145 800**	**174 960**	**216 000**	**174 960**	—

Other related costs:

1. Home leave is not part of the pro forma cost but budgeted at the rate of US$ 2,500, with the exception of those few countries where ticket costs are known to be higher. Here, US$ 3,000 is budgeted.
2. A charge for medical kits at a cost of US$ 50 is made on initial contracts of Volunteers.

Notes

[a] Presently under review, including by the missions in situ.

[b] With the exception of Liberia and the Democratic Republic of the Congo, where the proportions vary minimally to better reflect reality, these are calculated as 40 per cent Volunteer living allowance for Volunteers with no dependants, plus 30 per cent Volunteer living allowance for Volunteers with one dependant, plus 30 per cent Volunteer living allowance for Volunteers with two or more dependants.

[c] The inclusion of hazardous duty station supplement will depend on the security level in that country or part of the mission area. This can also affect the level of entitlements due to United Nations Volunteers programme managers.

[d] The accommodation component is being reviewed in some countries during the year.

[e] The pro forma cost for programme managers with ALD contracts is being reviewed.